



2023
-
2027



STRATEGIC PLAN



TEXAS
HISTORICAL
COMMISSION 
REAL PLACES TELLING REAL STORIES

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AGENCY STRATEGIC PLAN | FISCAL YEARS 2023-27
BY THE TEXAS HISTORICAL COMMISSION

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Catherine McKnight, Vice-Chair	2017-23	Dallas
Garrett K. Donnelly, Secretary	2018-23	Midland
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Earl Broussard, Jr.	2017-23	Austin
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Lilia M. Garcia	2021-27	Raymondville
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Laurie E. Limbacher	2018-23	Austin
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Gilbert E. "Pete" Peterson, III	2021-25	Alpine
Daisy Sloan White	2017-23	College Station

June 2022

Signed: 
Executive Director

Approved: 
Commission Chair

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I. | STRATEGIC PLAN

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

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

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

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

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

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

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

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

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

I am the Texas Historical Commission.

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

TEXAS.

TEXAS
HISTORICAL
COMMISSION 
REAL PLACES TELLING REAL STORIES

A. | INTRODUCTION

Across the world people are talking about Texas—and for several years, it seems most of them are talking about relocating here!

It's not surprising— Texas visitors find a thriving state modeling economic and cultural success, driven by the values that characterize our state's history.

That rich history is our state's shared story of success—and the Texas Historical Commission preserves and protects the buildings, battlegrounds, and resting places where the epic stories played out.

As we approach the midpoint of the 2021-23 biennium, I am proud that our agency advanced the interests of these precious places and the communities that host and benefit from them.

We would not be able to accomplish these great things without the support of the Texas Legislature and our statewide elected officials. They entrust us with stewardship of many places that enshrine the great story of 1836 and beyond, including where Texas declared independence, the battleground where we secured that independence, and even the home of one of the first foreign ambassadors to the Texas Republic.

It was there—now the French Legation State Historic Site in Austin—where we completed a 2021 expansion of visitor facilities and welcomed visitors to the official re-opening.

In late 2021, we opened a new attraction at San Felipe de Austin State Historic Site—the Villa de Austin evocation of the log cabin colony founded by “the Father of Texas” Stephen F. Austin. This immersive attraction was fully funded through donations and volunteer work—a testament to the great passion and commitment this place still inspires among Texans.

We are also finalizing a partnership with the Catholic Diocese of Victoria to preserve, protect, and promote Presidio La Bahía in Goliad, another hallowed ground of Texas history.

The THC also works to tell a complete and inclusive history of the Lone Star State across all eras, re-opening Mission Dolores State Historic Site in San Augustine, which had closed throughout the pandemic for major improvements and revamping of its visitors center.

In 2021, we welcomed the Texas Holocaust, Genocide, and Antisemitism Advisory Commission and its mission to support public education and awareness of the Holocaust, other genocides, and antisemitism.

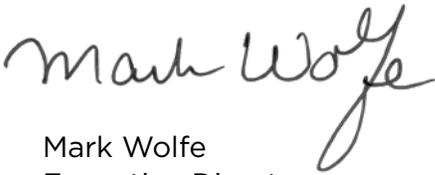
We incentivize private investment in historic preservation, supporting private businesses and nonprofits, including places of worship. During the last two years, our Texas Historic Preservation Tax Credit Program certified 109 completed projects with over \$1.367 billion in qualified expenses. Texas leads the nation as well, with the highest usage of the Federal Rehabilitation Tax Credit during federal FY 2021—44 of the 109 certified state projects were also certified for the federal tax credit with qualified expenses of \$1.05 billion. Together, the state and federal historic tax credit programs generated substantial savings for property owners and developers, all contributing to and supporting local historic character.

(Continued)

Our success has been especially gratifying for us in 2021, the 50th anniversary of the Texas Antiquities Act. This groundbreaking legislation empowered the Texas Historical Commission to aggressively protect designated monuments, courthouses, and other irreplaceable historic treasures across Texas. Then, as now, the Legislature knew that the decisions we make today impact the success of Texas for generations to come.

We look forward to the coming biennium and promise our greatest accomplishments yet. We await your guidance for our future success and are grateful for everything you have done for the Lone Star State.

Sincerely,

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

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.



Visitors interact with a living historian in the historic townsite exhibit at the THC's San Felipe de Austin State Historic Site.

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.



The Falls County Courthouse in Marlin was rededicated on October 16, 2021, following a full restoration as a participant in the THC's Texas Historic Courthouse Preservation Program.

STATUTORY BASIS

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

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

Federal laws that govern the agency include:

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

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

AGENCY MAIN FUNCTIONS

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

- **Architectural 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 visitor experiences to a wide audience of Texans and visitors at 34 state historic sites and museums. The addition of two historic sites, Palmito Ranch Battlefield and Old Socorro Mission, further expands our broad interpretive focus to the network, telling the diverse stories in Texas history. The French Legation, San Felipe de Austin's Villa de Austin townsite, and Mission Dolores opened in fall 2021 after extensive capital investment. The Caddo Mounds visitors center and Levi Jordan Plantation Learning Center will open to the public in 2022. Planning continues on major development projects at San Jacinto Battleground, Washington-on-the-Brazos, and Levi Jordan Plantation to upgrade, construct, and expand museum facilities. The Historic Sites Division also provides active stewardship oversight to structures, landscapes, and collection items.



Each year, the First Lady of Texas visits new Main Street communities to welcome them into the statewide downtown revitalization network.

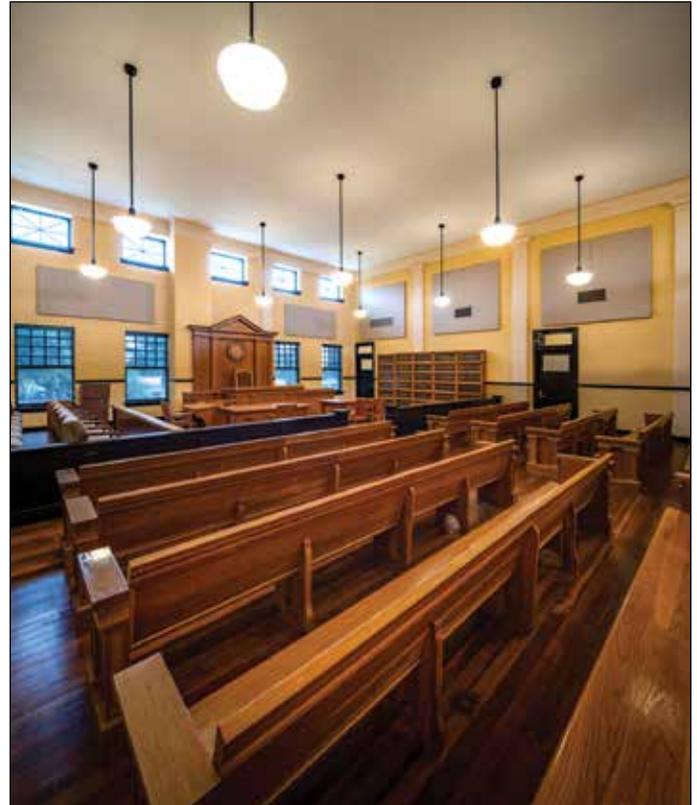
- **Development Assistance:** Provide technical assistance to public, private, and nonprofit entities to encourage the process of preservation and revitalization of Main Street cities and Certified Local Governments (CLGs), as well as the promotion and development of heritage tourism and other local and regional heritage initiatives.
- **Texas Heritage Trail Region Assistance:** Provide financial and technical assistance to develop and promote historic and cultural resources as heritage tourism destinations through the heritage trail region nonprofit entities across the state.
- **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 \$4.9 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts, supported more than 44,000 downtown jobs, and established more than 11,000 new businesses in historic downtowns.
- Reinvestment in Main Street districts in Texas for FY 2021 totaled more than \$237 million, including \$115 million in private reinvestment dollars. More than 1,700 jobs were supported, and the number of businesses created, expanded, or relocated totaled over 400.
- FY 2019 travel spending in Texas topped \$83 billion, supporting an estimated 1.3 million jobs within the travel industry and generating \$7.8 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 pandemic hit the travel industry hard, with estimates for FY 2020 showing a 32 percent decline to \$57 billion in spending. Preliminary estimates show a significant bounce back in FY 2021 to \$77.2 billion in travel spending.

The Texas Main Street Program has supported more than 44,000 downtown jobs and established more than 11,000 new businesses in historic downtowns.



The district courtroom in the Lipscomb County Courthouse in Lipscomb was preserved as part of a full restoration project funded in part by the Texas Historic Courthouse Preservation Program.

- The Texas Historic Courthouse Preservation Program (THCPP) has granted nearly \$320 million to over 100 counties for courthouse planning and restoration work since 1999, generating more than \$265 million in local matches from participating counties, over 13,350 jobs, about \$790 million in income, and almost \$970 million in gross state product.
- The Texas Historic Preservation Tax Credit Program, which complements the Federal Rehabilitation Tax Credit, went into effect on January 1, 2015. Between then and February 28, 2022, plans for 493 projects have been reviewed by the THC, with qualified rehabilitation expenses of over \$3.6 billion. Of those projects, 331 have been completed and certified, with qualified rehabilitation expenses of almost \$3 billion.

The Texas Historic Courthouse Preservation Program has generated over 13,350 jobs, about \$790 million in income, and almost \$970 million in gross state product.

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS



Visitors partake in the annual celebration of Texas Independence Day at the THC's Washington-on-the-Brazos State Historic Site.

- 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 331 projects certified for the state credit, projects at 149 buildings have also been certified for the federal credit, with qualified costs of \$2.6 billion.
- In FY 2021, more than 612,000 people visited the THC's state historic sites. Historic sites remained open and serving the public in 2020 during the height of the pandemic. Visitation increased over 11 percent in 2021 and continues to be strong. 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.

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 1.7 million hours on activities in their local Texas Main Street cities.
- In the past 23 years, the heritage regions of the Texas Heritage Trails Program (THTP) have raised more than \$4.5 million in regional cash contributions, \$5.6 million in in-kind contributions to fund their operations, and more than 134,000 hours have been contributed by volunteers.
- During 2019–20, County Historical Commissions in Texas reported an annual average of 3,154 appointees, donating 445,000 hours of service for 2019 and 259,000 hours for 2020.
- Archeological stewards logged 18,229.25 and 20,949.95 volunteer hours in FY 2020 and FY 2021, respectively.
- Staff and archeological stewards trained over 6,193 individuals in archeological preservation in FY 2020, accounted for over 682 volunteer-directed archeology projects, and distributed more than 29,171 materials about archeology. In FY 2021, 4,068 people were trained, there were 661 volunteer-directed projects, and 31,096 materials were distributed.
- 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.

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 townsite exhibit at San Felipe de Austin State Historic Site.

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

- Completed about 27,000 cultural resource reviews in FY 2020 and about 21,500 in FY 2021.
- Conducted 99 percent of federal and state archeology reviews in less than 30 days in FY 2020–21.
- Facilitated 28 nominations in FY 2020 to the National Register of Historic Places, resulting in 281 properties being listed; facilitated 34 nominations in FY 2021 to the National Register of Historic Places, resulting in 1,775 properties being listed.
- Designated six State Antiquities Landmarks (SALs) in FY 2020 and three in FY 2021.
- Designated 138 Historic Texas Cemeteries from January 2020 through February 2022.
- Worked with 76 Certified Local Governments (CLGs).
- In FY 2021, the agency website, thc.texas.gov, received more than 1,387,000 visitors. The heritage tourism websites—TexasTimeTravel.com and the sites representing the 10 Texas Heritage Trail Regions— attracted more than 717,000 unique visitors in FY 2021. As of April 2022, more than 368,000 people follow the THC’s social networks.
- Since 2020, two state historic sites have been added to the network of properties, growing the number to 34 and providing a broader representation of Texas history and opportunities to serve the public. Two additional sites are under analysis to potentially join the network of state historic sites.

The agency manages essential grant programs for historic preservation, supporting local building rehabilitation and restoration projects, archeological collections, small history museums, heritage tourism development, historic and cultural resource surveys, and educational and interpretative projects, among many other worthwhile endeavors. The success of these grant programs in helping to accomplish local projects cannot be overstated. Often, the THC 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 \$26.2 million through the Texas Capital Fund, resulting in approximately \$43 million invested in local projects for Main Street cities.



Abandoned for 30 years, the former Oliver-Eagle Building in Amarillo was built in 1927 during a Panhandle oil boom. Utilizing state and federal historic preservation tax credits, it was converted from an office building to the Barfield hotel, which opened in 2021.

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

- In January 2019, the THC received 42 applications requesting \$1 million in grant funds for FY 2020. In October 2019, the THC awarded a total of \$351,661 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 applications requesting \$1.1 million in grant funds for FY 2021. Unfortunately, due to significant economic uncertainty, state agencies were directed to reduce their General Revenue budgets by 5 percent. This resulted in the loss of funds earmarked for awards from the Texas Preservation Trust Fund (TPTF) for FY 2021. Due to the time of this reduction, the Commission conditionally approved funding recommendations with the caveat of readdressing the grant awards if funding became available. By the end of the legislative session in May 2021, the legislature returned the 5 percent to the agency, and in July 2021 the Commission formally approved \$248,625 in grant awards to 11 projects. The grant funds became available to grant recipients on Sept. 1, 2021, and are thus considered the FY 2022 grant projects. As a result, the THC did not hold a grant round for FY 2022. Since the reintroduction of the TPTF in FY 2014–15, the THC has awarded more than \$2.1 million in grant funds.
- The THC received \$12,518,047.00 in grant funds from the National Park Service to address damage to historic properties from Hurricane Harvey. Forty-six planning or rehabilitation projects are underway or have been completed using the Harvey, Irma, and Maria Emergency Supplemental Historic Preservation Fund grant administered by THC staff.
- Ten percent of the agency's annual federal appropriation is allocated for preservation grants to CLGs. In FY 2022, over \$165,000 was granted to seven CLGs. In FY 2021, just over \$146,000 was awarded to nine CLGs for grant projects with an additional \$19,000 to support national training for 17 preservationists representing seven CLGs.



The French Legation State Historic Site in Austin reopened in October 2021 after an extensive, multi-year preservation project that included the addition of a café and gift shop.

- In 2020–21, the Texas Holocaust, Genocide, and Antisemitism Advisory Commission provided 29 nonprofit matching grants, totaling \$385,582 to advance Holocaust, genocide, and antisemitism education throughout the state.

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 2019-20 and FY 2020-21, the Friends raised approximately \$1.71 million in total gifts, of which over \$1.44 million was restricted toward THC programs and projects. Current capital campaign efforts include site improvements at Eisenhower Birthplace State Historic Site and the education center building at Caddo Mounds State Historic Site.

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 28, 2022, the THC received initial applications for 723 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 reviewed for 493 projects. These projects represent potential private investment of over \$3.1 billion in historic resources. There have been 331 completed projects that have been certified, resulting in investments of nearly \$3.6 billion.

Use of the Federal Rehabilitation Tax Credit, enacted in 1976 and improved in 1986, 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 28, 2022, plans for 266 federal tax credit projects were reviewed, with estimated rehabilitation expenses of nearly \$2.5 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 half of all projects use both programs, while the other half are only eligible for the state credit due to property use or required cost thresholds.

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 National represents a challenging office-to-hotel/mixed-use conversion enabled by state and federal historic tax credits. The 1960s First National Bank Tower is now home to the 220-room Thompson Dallas Hotel, as well as apartments, restaurants, and retail.

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.

C. | AGENCY GOALS AND ACTION PLAN

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 business operational needs and Commission capital development priorities.
Target completion date: December 2025
- **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 existing facilities to provide the optimal environment and operational efficiencies for the collection's long-term care and stewardship.
Target completion date: August 2025

! Denotes Key Action Items

- **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. The agency is also looking to restore cultural landscapes by adding land to existing properties to restore historic appearances. Major development projects are in the planning stages, with the focus to create more dynamic visitor experiences through facility, landscape, and exhibit upgrades. Create an affiliates program to guide site acquisitions.
Target completion date: December 2025
- **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



The THC's Cemetery Preservation Program administers the Historic Texas Cemetery designation process and offers technical assistance to assist concerned citizens and local and regional organizations with their cemetery preservation efforts.



Many festivals and special events occur in historic Main Street districts, such as the annual Tour de Paris bicycle ride.

- **Texas Bicentennial Commemoration:** Support efforts to celebrate the Texas Revolution Bicentennial consistent with the report required by H.B. 4056 and due December 30, 2022
Target completion date: August 2027
- **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

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 as 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.

C. | AGENCY GOALS AND ACTION PLAN

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.

- ! **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 2027

- ! **Texas Heritage Trails Program (THTP):** Continue to 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 2027

- ! **THTP:** Expand statewide heritage tourism efforts through heritage travel promotions and product development to supplement and support the THTP.
Target completion date: August 2027

- **Texas Historic Preservation Tax Credit Program:** Create online application submission and review system, in alignment with National Park Service requirements for digital federal tax credit applications.
Target completion date: December 2022



Students listen to a volunteer interpreter at the Pioneer Days living history event at the THC's Landmark Inn State Historic Site in Castroville.

- ! **Youth Education:** Provide THC-branded learning resources by leveraging the agency's continually expanding e-learning platform that features asynchronous and synchronous resources delivered through application software, digital imaging, extended content, and enrichment resources with the goal to deliver diverse, authentic, and place-based history learning opportunities to unlimited school-aged and community-based audiences.

Develop original K–12 TEKS-aligned curriculum and revise existing agency curriculum with the goal to form a substantive and relevant collection of downloadable teacher resources. Expand dual and Spanish language learning materials with the goal to provide equal and equitable access to the narratives of Texas history. Develop an annual series of online professional outreach programs with the goal to increase school and community partnerships through raising awareness of the THC's rich history education resources.
Target completion date: August 2025

- Historic Sites Education and Tourism Promotion:** Expand historic sites’ visitation, promotion, and heritage tourism efforts through partnerships with local tourism partners and 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 2025



At Barrington Plantation State Historic Site in Washington, costumed period interpreters provide an educational visitor experience by using 19th-century farming practices for planting, cultivating, harvesting, and working with livestock.

- 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 operational partnerships in place at the National Museum of the Pacific War, San Jacinto Museum and Battleground, Washington-on-the Brazos, Star of the Republic Museum, Port Isabel Lighthouse, and the French Legation. 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 2025
- 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. Work is underway with the African American Advisory Committee as we develop the next phase of development at Levi Jordan Plantation.
Target completion date: August 2025
- Texas Archeology Month Program:** Increase local participation in this statewide observance by updating existing guidance tools and through outreach to potential event sponsors. Develop additional online content that can be accessed by the public throughout the year. Continue 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

C. | AGENCY GOALS AND ACTION PLAN

- **Holocaust Remembrance Week:** Since its creation in 2019, each year during the week of January 27, students in grades K–12 must receive Holocaust instruction. The Texas Holocaust, Genocide, and Antisemitism Advisory Commission is responsible for developing or approving resources schools use. It cooperates with the Texas Education Agency and Texas Holocaust museums.
Target completion date: Ongoing each year.
- **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 2027
- **Historic Sites Visitation:** Improve visitation and the visitor experience at state historic sites by identifying ways to improve and enhance the exhibits, programming, and special events while furthering the agency's educational mission.
Target completion date: August 2025
- **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 2024
- **Texas Main Street Program:** Encourage preservation- based economic development efforts by expanding the use of DowntownTX.org to new Texas Main Street Program participants and additional Certified Local Governments.
Target completion date: August 2027
- **Mobile Travel App:** Promote heritage tourism and educate travelers in Texas through development of an agency mobile application that identifies and maps historic resources and places, provides travel-planning functionality, and gives youth educational materials that can be employed by parents and educators.
Target completion date: August 2025



The annual Real Places conference represents the breadth of the agency's preservation constituency, bringing together professionals and volunteers from many disciplines to network and learn with THC staff and partner organizations.

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.



Drive Texas' scenic roads and, sooner or later, you'll come across the blue and white signs symbolizing the 10 regions of the Texas Heritage Trails Program.

C. | AGENCY GOALS AND ACTION PLAN

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 2025

- **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 2024

- ! **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 2023



The stern of *San Esteban*, one of an original fleet of 54 that departed Spain in July 1552, is on display at the Corpus Christi Museum of Science and History.

- **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 2023

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.



Historic designation files and historical marker narratives for properties such as Hotel Settles in Big Spring can be found in the THC's Texas Historic Sites Atlas, which contains more than 300,000 records on sites across the state.

C. | AGENCY GOALS AND ACTION PLAN

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 2021 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 2023
- **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 2023
- **Information Technology Productivity Tools and Systems:** Continue to upgrade and enhance the THC's technology infrastructure, hardware, software, and systems to maximize the efficiency and productivity of agency staff, including the further implementation of cloud-based services, expanded telework capabilities, and CAPPs, the state's centralized human resources, payroll, and personnel system.
Target completion date: August 2024

- **Emergency Communications Training:** Create a biennial training program to govern agency communications during a short- or long-term crisis scenario.
Target completion date: August 2023
- **Agency Website:** Upgrade the agency's web content management system and enhance the website.
Target completion date: August 2023
- **THC Program Videos:** programs that impact the public, including various historical 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 2027



THC staff create short videos for social media and the web spotlighting many agency programs, projects, and events.

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 2021 was 397, 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 and 394 in 2019. The Customer Service Survey also repeatedly demonstrates that THC employees respond quickly and effectively to requests for assistance from our constituents.



THC staff are passionate about the mission of the agency and lead by example, offering trainings and consultations for the public on topics such as how to refinish historical markers.

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

Output Measure	1. Number of courthouse preservation grants awarded
STRATEGY A.1.4	Historic Sites —Operation and maintenance of historic sites
Output Measure	1. Number served by state historic sites and interpretive programs
STRATEGY A.1.5	Texas Preservation Trust Fund —Provide financial assistance through the Preservation Trust Fund for critical preservation projects
Output Measure	1. Number of Preservation Trust Fund grants awarded
OBJECTIVE A.2	ECONOMIC DEVELOPMENT, TOURISM, AND EDUCATION Encourage economic development, tourism, and heritage education through historic places in partnership with local public, private, and nonprofit entities.
Relationship to Statewide Plan	Goal 4: Leverage Economic Development Tools Goal 5: Learn and Experience History through Place
Outcome Measures	1. Dollar reinvestment in physical improvements from public and private sources in Texas Main Street Central Business Districts 2. Number of Heritage Tourism guides distributed
STRATEGY A.2.1	Development Assistance —Provide technical assistance to public, private, and nonprofit entities to encourage the process of preservation, development, and revitalization of Main Street cities, promotion and development of heritage tourism, Certified Local Governments, and other local and statewide heritage initiatives.
Output Measures	1. Number of technical assists provided 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 Goal 5: Learn and Experience History through Place Goal 7: Cultivate Political Commitment
Outcome Measures	1. Number of historic properties, sites, and other assets identified and recorded 2. Percentage Satisfied with Educational Training and Presentations

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

STRATEGY A.3.2 **Texas Holocaust, Genocide, And Antisemitism Advisory Commission**—Provide information, programs, and services to private, public, and nonprofit constituents for Holocaust, Genocide, and Antisemitism education.

Output Measures 1. Number of provided advising/training to assist with Holocaust, Genocide, and Antisemitism education
2. Number of individuals served for Remembrance Week of Grades K-12
3. Number of services provided by the Commission through events and presentations

Agency Goal B

Indirect Administration

OBJECTIVE B.1

INDIRECT ADMINISTRATION

STRATEGY B.1.1

Central Administration

B. List of Measure Definitions

OBJECTIVE OUTCOME DEFINITIONS REPORT Automated Budget and Evaluation System of Texas (ABEST)

Date: 5/11/2022

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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**

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**

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**

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 Code: **808**

Agency: **Historical Commission**

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

OBJECTIVE OUTCOME DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

Date: 5/11/2022

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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.

OBJECTIVE OUTCOME DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 3 Identify, Evaluate, and Interpret Historic and Archeological Resources
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.

OBJECTIVE OUTCOME DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 3 Identify, Evaluate, and Interpret Historic and Archeological Resources
Outcome No. 2 Percentage Satisfied with Educational Training and Presentations

Calculation Method: N

Key Measure: N

New Measure: Y

Target Attainment: H

Priority: L

Percentage Measure: Y

Cross Reference:

Definition

This measure reflects the outcome measure of percent satisfied with educational training and presentations by the commission through a survey that asks the institution who received training to share their satisfaction with the THGAAC presentation.

Data Limitations

Data that might be submitted through a survey to this agency by volunteers, including school and partner organizations, is unaudited and unverified, since auditing this data is cost prohibitive and not practical.

Data Source

This number is reported through a survey after educational trainings and presentations, where the coordinating institution will be asked to complete a survey of satisfaction about the training and education they received from the THC and these surveys will be collected and tracked after each training or presentation.

Methodology

Staff manually tabulates the surveys received after trainings and presentations and calculates the annual percentage of satisfaction from survey report results.

Purpose

Providing educational trainings and presentations is essential for Holocaust, Genocides, and Antisemitism learning across Texas and it is important for the THGAAC to conduct a survey of satisfaction from the trainings and presentations to gauge those educational expectations.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 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.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: 808
Agency: Historical Commission

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 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.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
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Agency Code: **808**
Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 2	Archeological Protection through Reviews, Outreach, and Other Programs
Measure Type	OP
Measure No. 1	Number of 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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Automated Budget and Evaluation System of Texas (ABEST)

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 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.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 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.

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 5	Provide Financial Assistance through the 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.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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Agency Code: **808**

Agency: **Historical Commission**

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

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-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.

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

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

Calculation Method: C

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-02-01 OP 02

Definition

The number of properties/sites assisted by the staff of the Community Heritage Development Division. For this measure, the terms properties and sites are interchangeable and count the locations of division work designed to assist specific historic properties whose size and magnitude vary. This may include a single physical location or multiple related locations with one or more resource types. Resource types can include buildings, sites, structures, districts and even objects (monuments, sculptures etc.). A district possesses a significant concentration, linkage, or continuity of sites, buildings, structures, or objects that are historically or aesthetically united by either a plan or physical development. Typically, each site or property is counted only once for each instance of assistance, regardless of size or number of individual resources.

Data Limitations

The number of properties/sites assisted does not account for the complexity, size, and scope of the property or site. Depending upon the program and context of the assistance, the property or site counted could be a single building, district with several or hundreds of buildings, historic downtown, entire community, county, region, or a single linear property stretching for hundreds of miles such as a national historic trail.

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 Development Division.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
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Agency Code: **808**
Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 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 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.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 3 Identify, Evaluate, and Interpret Historic and Archeological Resources
Strategy No. 2 Texas Holocaust, Genocide, And Antisemitism Advisory Commission
Measure Type OP
Measure No. 1 # Provided Advising/Training to Assist with Hol, Gen, Antisem Ed

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

Definition

This is the count of the total number of people reached through programs, advising conversations, speaking engagements, school and teacher trainings, calls, tabling, grant projects, emails, social media, newsletter communications, and commemorations assisting members with Holocaust, Genocide, and Antisemitism education.

Data Limitations

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

Data Source

This number is reported on quarterly reports, trip reports, site visits; verbal and written communications and electronic mail in response to an inquiry and includes social media, email newsletter, and website visits; training, workshops, and presentations; and other volunteers' reports, including schools and partner organizations, for performance measures purposes. Actual conference or workshop registration lists or participation counts are provided by staff members and partner organizations to derive this number.

Methodology

Staff manually tabulates from quarterly reports, trip reports, public attendance at workshops, conferences, or other gatherings where staff advise or provide training, or the reports of other director volunteers.

Purpose

Advising and training members of the public, including K-12 educators, is critical to the achievement of the agency's overall goal of Holocaust, Genocide, and Antisemitism education. By providing these services the staff then empowers Texans to learn from the lessons of the Holocaust and other Genocides to combat Antisemitism.

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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. 2 Texas Holocaust, Genocide, And Antisemitism Advisory Commission
Measure Type OP
Measure No. 2 Number of Individuals Served for Remembrance Week of Grades K-12

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

Definition

This measure reflects the output measure of people served in preparation for and during Remembrance Week, from December-April, including advising, presentations, education, and training to assist teachers in grades K-12.

Data Limitations

Data is limited to the calendar dates of December-April and the data might be submitted to this agency by volunteers, including school and partner organizations, is unaudited and unverified, since auditing this data is cost prohibitive and not practical.

Data Source

This number is reported from December-April and may include trip reports, site visits; verbal and written communications and electronic mail in response to an inquiry; training, workshops, and presentations; and other volunteers' reports, including schools and partner organizations, for performance measures purposes. Actual conference or workshop registration lists or participation counts are provided by staff members and partner organizations to derive this number.

Methodology

Staff manually tabulates advising, presentations, education, and training to assist teachers in grades K-12 from monthly reports, trip reports, attendance at schools, workshops, conferences, or other gatherings where staff advise or provide training, or the reports of other director volunteers.

Purpose

Holocaust Remembrance Week, which was passed in 2019 by SB1828, instructs the THGAAC to develop or approve materials for grades K-12. By providing services to schools, the THGAAC is fulfilling the requirement to educate students about the Holocaust.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
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Agency Code: **808**
Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 3	Identify, Evaluate, and Interpret Historic and Archeological Resources
Strategy No. 2	Texas Holocaust, Genocide, And Antisemitism Advisory Commission
Measure Type	OP
Measure No. 3	# of Services Provided by the Commission through Events, Presentations

Calculation Method: C

Key Measure: N

New Measure: Y

Target Attainment: H

Priority: L

Percentage Measure: N

Cross Reference:

Definition

This measure reflects the output measure of the number of educational events, presentations, and training provided by the THGAAC.

Data Limitations

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

Data Source

This number is reported on quarterly reports, trip reports, site visits; training, workshops, and presentations; and other volunteers' reports, including schools and partner organizations, for performance measures purposes. Actual conference or workshop counts are provided by staff members and partner organizations to derive this number.

Methodology

Staff manually tabulates the number of staff provided training and presentations from monthly reports, trip reports, attendance at schools, workshops, conferences, or other gatherings, or the reports of other director volunteers.

Purpose

Providing educational events, presentations, training, and communications is an important component of the work of the THGAAC as it allows the commission to fulfill the responsibility of educating all Texans about the Holocaust, Genocides, and Antisemitism by tailoring programs to meet various audiences.

C. Historically Underutilized Business Plan

Historically Underutilized Business (HUB) Policy

In accordance with Texas Government Code Chapter 2161; Title 34 Texas Administrative Code, Part 1, Section 20, Subchapter D, Division 1; and the 2009 State of Texas Disparity Study, the THC continues to be fully committed to making a good faith effort to effectively promote and increase contract opportunities directly with Historically Underutilized Businesses (HUBs) and indirectly through subcontract opportunities.

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 Purchasing and Contracting Section of the Staff Services Division is responsible for coordinating business opportunities for HUBs. The THC's HUB coordinator and assistant HUB coordinator are responsible for coordinating all functions and activities related to the implementation of rules and regulations governing the HUB program, as well as reporting HUB activities to THC 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 agency expects to award in any appropriation year. The THC bases its HUB goals on the following statewide goals established by the Comptroller of Public Accounts:

- 11.2 percent for heavy construction other than building contracts
- 21.1 percent for all building construction, including general contractors and operative builders' contracts
- 32.9 percent for all special trade construction contracts
- 23.7 percent for all professional services contracts
- 26.0 percent for all other services and contracts
- 21.1 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.
- Assist potential respondents with the HUB Subcontracting Plan (HSP) process by offering to review draft HSPs prior to final proposal submission.
- 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 by determining if a qualified HUB vendor is available for all delegated 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 of 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.
- Adhere to all legislative requirements and reports regarding HUB policies and procedures.
- 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 2021, the Texas Historical Commission has 284.5 authorized full-time employees, according to the General Appropriations Act. The workforce is comprised of 46 percent males and 54 percent females. More than half of the THC staff is over the age of 40. The Employees Retirement System estimates that between FY 2020 and FY 2024, 21 percent of the workforce is eligible to retire (based on FY 2020 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	16.25	44.5	26.25	19.00	6.75	1.00	113.75
5 to 9.99 years	3.00	19.00	16.25	11.50	11.00	0.00	60.75
10 to 14.99 years	0.00	7.25	9.25	13.50	13.25	1.00	44.25
15 to 19.99 years	0.00	4.00	8.75	10.00	5.25	1.00	29.00
20 to 24.99 years	0.00	0.00	5.00	5.75	3.00	0.00	13.75
25 years plus	0.00	0.00	.50	14.50	10.50	.25	25.25
Total (Headcount)	19.25	74.75	66.00	74.25	49.75	3.25	287.25

The largest age group(s) percentage of employees in the agency is 30-39 and 50-59. Each group comprises 26 percent of staff:

Age Group	Headcount	Percentage of FTEs
Under 30 years	19.25	7%
30–39 years	74.75	26%
40–49 years	66.00	23%
50–59 years	74.25	26%
60–69 years	49.75	17%
70 and over	3.25	1%
Total	287.25	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 through August 31, 2021)			
	Total Positions	Number Minority	Percent Minority
Officials/Administrators	12	0	0%
Administrative Support	48	13	27%
Service/Maintenance	48	16	33%
Professionals	192	27	14%
Para-Professional	0	0	0
Protective Services	0	0	0
Skilled Craft	0	0	0
Technicians	7	1	14%
Total (Headcount)	307	57	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, the THC faces the continuing challenge of offering competitive compensation to recruit and retain qualified employees in our archeological, architecture, historic preservation, and other specialized positions. Although employee turnover for the THC compares favorably with many state agencies, the THC faces the same challenge with an aging workforce as do many other organizations. It is taking longer periods of time to identify, recruit, and hire qualified candidates for some of our professional positions due to our relatively lower compensation structure in comparison to the private sector.

Aging Workforce and Succession Planning

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

Workforce Skills

Agency staff must currently have the ability to:

- Conduct research
- Apply relevant federal and state rules, regulations, and statutes
- Draft clear and concise reports and correspondence
- Communicate effectively
- Coordinate projects for timely completion
- Establish and meet goals and objectives
- Evaluate architecture plans and designs
- Develop interior design plans
- Develop preservation plans
- Perform archeological digs, analysis, research, conservation, and reports
- Administer state historic sites
- Speak in public
- Perform Section 106 site reviews for historical significance
- Coordinate with local entities about 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. For the THC to engage and appeal to Hispanics, African Americans, and youth, the agency's workforce demographics must reflect these populations.

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

Expected Workforce Changes

The THC continues to attempt to attract knowledgeable and experienced staff who reflect the diversity of Texas' population. The THC expects an employee to reach knowledge maturity no later than their fifth 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 employees need.

Currently, workers have the necessary skills to meet the goals and objectives of the 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 multitalented 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 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 who are eligible to retire in the near future, the agency identifies employees who can be developed for those positions to increase continuity of knowledge.

Goals to Address Workforce Competency

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

FY 2022 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 2021 to mid-January 2022, THC staff completed the SEE and the results were released to the agency in February 2022. 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 how the agency functions overall. 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 2022 Survey Analysis

Overall, the 2022 THC survey results were **very favorable**:

- The total overall agency score was **397**, an improvement from 2020's score of 394. According to UT, scores for state agencies typically range from 325 to 375. So, the THC's trend is very positive.
- The employee response rate of 85.6 percent was slightly up from 2020. A desirable target is > 50 percent, so our response rate was considered very high compared to other agencies.
- Out of 12 constructs, **11 constructs scored over 375**, which indicates areas of substantial strength.
- Categories deserving special mention are:
 - o Strategic with a score of 406.
 - o Job Satisfaction with a score of 408.
 - o Employee Engagement with a score of 411.
 - o Supervision with a score of 421.
 - o Information Systems with a score of 401.
- Lowest-scoring categories include:
 - o Pay with a score of 299, a slight improvement from 2020 and 5.6 percent higher compared to similar agencies.
 - o Employee Development with a score of 389.
 - o Internal Communication with a score of 387, an increase from 2020's score of 377.

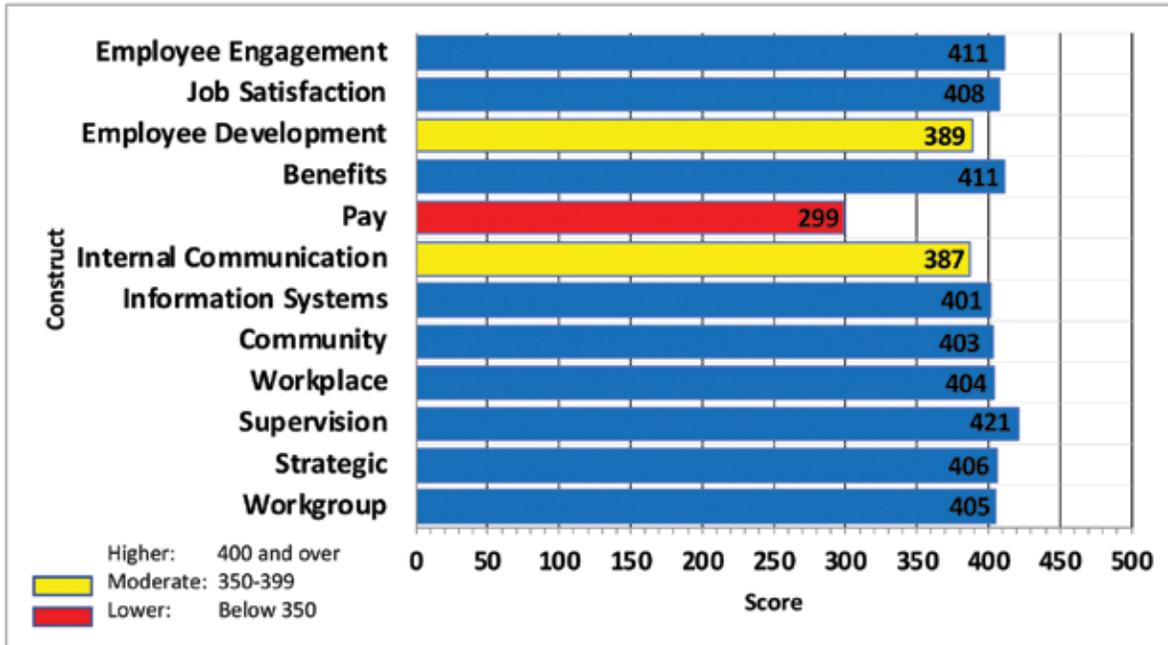
General Respondent Information		
	FY 2022	FY 2020
Total Respondents	220	170
Response Rate	85.6%	82.5%
Males	87	55
Females	116	81
African Americans	Less than 5	Less than 5
Hispanic American	27	20
Anglo	184	115
Other	Less than 5	Less than 5
16–29 years of age	10	8
30–39 years of age	57	46
40–49 years of age	44	38
50–59 years of age	48	38
60+	41	25
Bachelor's Degree	61	44
Graduate Degree	91	75
Supervisors	67	49
Non-supervisors	142	111

All three of the lowest-scoring areas (Employee Development, Internal Communications, and Pay) either improved or remained stable compared to the previous survey. Two of these three exceeded the desirable goal of 350 or better, and all three scores surpassed the average benchmark scores for similar-sized agencies.

Survey Constructs

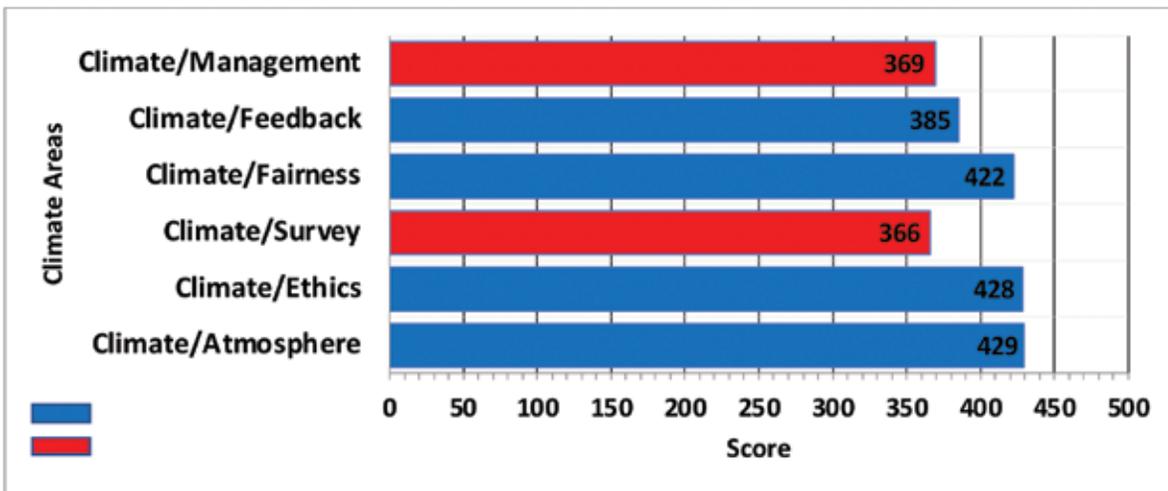
The SEE has 12 constructs, which capture the concepts most utilized by leadership and those which drive organizational performance and engagement. These constructs are Employee Engagement, Job Satisfaction, Employee Development, Benefits, Pay, Internal Communication, Information Systems, Community, Workplace,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

Construct Analysis



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

Climate Analysis



¹ Survey of Employee Engagement, Executive Summary, Report ID: 808, 2022

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 reinforce recognition of the good work of staff through monetary and non-monetary recognition, awards, and support;
2. To continue to reinforce an environment in which internal communications and feedback are welcomed, valued, and utilized;
3. To continue to improve the information systems infrastructure, data accessibility, and productivity tools for staff, and;
4. To reinforce and support strategic leadership and supervisory development.

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E. Report on Customer Service

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REPORT ON CUSTOMER SERVICE SURVEY

SPRING 2022

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, 2021, the agency had authorized 284.5 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 2022, 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 6,300 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
- County Judge Assistants
- Members of Historic Sites Friends Organizations

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

Information-Gathering Methodology

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

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 March 29, 2022, to 6,300 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 April 16, 2022.

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. This survey resulted in a response rate of 8 percent, compared to a 10.9 percent response rate in 2020.

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

	Spring 2022	Spring 2020	Spring 2018	Spring 2016	Spring 2014
Total Distributed	6,300	3,410	2,136	2,280	2,500
Total Completed	512	372	435	407	355
Response Rate	8%	10.9%	20%	18%	14%

Select the customer type that best describes you:		
Archeological Stewards	13	2.54%
County Historical Commissions	75	14.65%
Certified Local Governments	15	2.93%
Friends	15	2.93%
Courthouse Judge Assistants	5	.98%
County Judges	16	3.13%
Heritage Tourism	9	1.76%
Museum Services	313	61.13%
Texas Main Street Managers	13	2.54%
Other	38	7.42%

A sampling of other customer types included a historic site volunteer, librarian in a public library, cemetery preservationist, historian/author, THC marker and National Register nominator, interested citizen, museum professional, archeologist, economic development professional, 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 that the agency can be 95 percent confident that the interval contained the average scores for the selected customer sample. Reliability (a consistency measure of the survey instrument) was calculated and had an internal consistency coefficient exceeding the generally accepted value. Sample sizes and anticipated rates of response allowed for a plus/minus 5 percent error rate at the 95 percent confidence level. Subject research, face validity, and factor analysis were used to assure general validity. In other terms, the survey measured what it intended to measure.

Item Score Summary

The items were scored on a five-point scale with 5 being Strongly Satisfied and 1 being Strongly Dissatisfied. The agency had a positive overall satisfaction rating of 91.2 percent, compared to 92.2 percent in 2020. Of the remaining respondents, 5.9 percent were Neutral, and 2.9 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 3.88. The highest score of 4.49 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?	4.49
2.	How satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?	4.39
3.	Please rate your overall satisfaction with the THC.	4.37
4.	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?	4.29
5.	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?	4.23
6.	How satisfied were you with the agency’s ability to timely serve you, including the amount of time you waited for service in person?	4.16
7.	How satisfied are/were you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?	4.06
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?	3.88

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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: 512

Efficiency Measures

Cost Per Customer Surveyed: \$.20

Explanatory Measures

Number of Customers Identified: 6,300

Number of Customer Groups Inventoried: 11

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IV. Survey Items

their experience. Possible responses and related point value for the response are listed below.

The survey consists of eight items, which 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" suggests that customers perceive the issue more positively than negatively. Scores of "4" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3" 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: 479

Current Score: 4.49

Response	Frequency	Percentage
Strongly Satisfied	288	60.13%
Satisfied	151	31.53%
Neutral	28	5.85%
Unsatisfied	9	1.88%
Strongly Unsatisfied	3	.63%

Over Time Comparison

Current	4.49
Spring 2020:	4.54
Spring 2018:	4.50
Spring 2016:	4.44
Spring 2014:	4.44

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: 431

Current Score: 4.06

Response	Frequency	Percentage
Strongly Satisfied	125	29.00%
Satisfied	218	50.58%
Neutral	80	18.56%
Unsatisfied	7	1.62%
Strongly Unsatisfied	1	.23%

Over Time Comparison

Current:	4.06
Spring 2020:	4.34
Spring 2018:	4.46
Spring 2016:	4.32
Spring 2014:	4.34

3. Website: If you interact or have interacted with the 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: 491
 Current Score: 4.23

Response	Frequency	Percentage
Strongly Satisfied	182	37.07%
Satisfied	262	53.36%
Neutral	28	5.70%
Unsatisfied	15	3.05%
Strongly Unsatisfied	4	.81%

Current: 4.23
 Spring 2020: 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

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

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: 388
 Current Score: 3.88

Response	Frequency	Percentage
Strongly Satisfied	90	23.20%
Satisfied	175	45.10%
Neutral	112	28.87%
Unsatisfied	8	2.06%
Strongly Unsatisfied	3	.77%

Over Time Comparison

Current: 3.88
 Spring 2020: 3.51
 Spring 2018: 4.14
 Spring 2016: 4.05
 Spring 2014: 4.04

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 a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

Number of Respondents: 476

Current Score: 4.29

Response	Frequency	Percentage
Strongly Satisfied	211	44.43%
Satisfied	210	44.12%
Neutral	43	9.03%
Unsatisfied	7	1.47%
Strongly Unsatisfied	5	1.05%

Over Time Comparison

Current: 4.29
 Spring 2020: 4.47
 Spring 2018: 4.26
 Spring 2016: 4.18
 Spring 2014: 4.15

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: 439

Current Score: 4.39

Response	Frequency	Percentage
Strongly Satisfied	214	48.75%
Satisfied	189	43.05%
Neutral	30	6.83%
Unsatisfied	5	1.14%
Strongly Unsatisfied	1	.23%

Over Time Comparison

Current: 4.39
 Spring 2020: 4.47
 Spring 2018: 4.40
 Spring 2016: 4.33
 Spring 2014: 4.29

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

Number of Respondents: 375

Current Score: 4.16

Response	Frequency	Percentage
Strongly Satisfied	136	36.27%
Satisfied	180	48.00%
Neutral	46	12.27%
Unsatisfied	9	2.40%
Strongly Unsatisfied	4	1.07%

Over Time Comparison

Current: 4.16

Spring 2020: 4.08

Spring 2018: 4.37

Spring 2016: 4.25

Spring 2014: 4.19

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

Number of Respondents: 491

Current Score: 4.37

Response	Frequency	Percentage
Strongly Satisfied	242	49.29%
Satisfied	206	41.96%
Neutral	29	5.91%
Unsatisfied	11	2.24%
Strongly Unsatisfied	3	.61%

Over Time Comparison

Current: 4.37

Spring 2020: 4.48

Spring 2018: 4.40

Spring 2016: 4.23

Spring 2014: 4.22

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TEXAS
HISTORICAL
COMMISSION 
REAL PLACES TELLING REAL STORIES