

TEXAS HISTORICAL COMMISSION STRATEGIC PLAN

FISCAL YEARS 2013-2017



Our Mission

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



TEXAS HISTORICAL COMMISSION
real places telling real stories

www.thc.state.tx.us

AGENCY STRATEGIC PLAN

FISCAL YEARS 2013–2017

BY

THE TEXAS HISTORICAL COMMISSION

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SUBMITTED JULY 6, 2012

Signed:



Executive Director

Approved:



Commissioner Chair

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I. INTRODUCTION

The Texas Historical Commission (THC) experienced one of its most challenging years in 2011. Although few state agencies were spared during the belt-tightening budgeting session of the 82nd Legislature, the THC was cut far more than most. When it was all said and done, our budget was cut in half and our staff was reduced by 25 percent. That is the foundation from which we must now rebuild.

The THC's Strategic Plan for 2013–2017 is a blueprint for how we now view ourselves, how we visualize the future, and how we hope to attain our goals operating in these lean times. We are as committed as ever to saving the real places that tell the real stories of our great state. When thoughtfully preserved and utilized, these places—whether they are a grand and ornate county courthouse, a working cattle ranch in West Texas, or a row of shotgun houses—yield dollars, jobs, and an unquantifiable social good for the people of Texas.

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

It is this perspective of preservation at the grass-roots level that the agency continuously bolsters. As an agency of 185 dedicated employees in a state of 268,601 square miles, it is imperative for the THC to empower people to understand and use tools for preserving place. It is through enabling others that the agency has a lasting role in creating economic opportunities for communities, promoting an appreciation for history, and educating people of every age.

This plan expresses our commitment to our core services, which have successfully facilitated the preservation of historic and cultural resources in the state for more than 50 years.

With less staff and financial resources, we must continue to:

- Administer federal and state preservation statutes, which includes reviewing and mitigating impacts of development projects on historic and cultural resources
- Facilitate federal programs and responsibilities, including historic and cultural resource survey work, the National Register of Historic Places, and the Certified Local Government program
- Manage and promote 20 state historic sites
- Work to preserve a broad array of archeological sites
- Sustain a heritage tourism program that promotes visitation of the state's rich cultural legacy
- Work with cities to revitalize historic downtowns through the Texas Main Street Program
- Assist owners in receiving federal tax credits for rehabilitating historic commercial buildings
- Continue the comprehensive program for restoring and maintaining historic county courthouses
- Maintain more than 15,400 previously placed historical markers and install new markers
- Empower and train a statewide volunteer grass-roots network of county historical commissions, archeological stewards, cemetery guardians, heritage societies, and local history museums

This strategic plan, guided by the framework of the federally mandated Statewide Historic Preservation Plan (*Preservation Connection: Texas' Statewide Historic Preservation Plan*, which can be viewed at www.preservationconnection.com), will be the primary tool we use to chart our course through 2017. The plan begins with the Statewide Vision, Mission for State Government, and Philosophy as Public Servants from *Strengthening our Prosperity* prepared by the Governor's Office and the Legislative Budget Board. We include this information in support of Governor Rick Perry's vision for Texas, and to show how the agency's goals are related to the overall purpose of state government to serve the people of this state.

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

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

Mark Wolfe
Executive Director

II. STATEWIDE ELEMENTS

Statewide Vision

From “Strengthening our Prosperity: The Statewide Strategic Planning Elements for Texas State Government,” March 2012

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

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

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

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

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

The Mission of Texas State Government

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

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

The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state.

We are a great enterprise, and as an enterprise, we will promote the following core principles:

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

Relevant Statewide Goals and Benchmarks

1. Education–Public Schools

Priority Goal

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

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

Benchmarks

- Percentage of students who demonstrate satisfactory performance on the annual state assessments

2. Education–Higher Education

Priority goal

To prepare individuals for a changing economy and workforce by:

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

Benchmarks

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

3. Economic Development

Priority Goal

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

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

Benchmarks

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

4. Natural Resources and Agriculture

Priority Goal

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

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

Benchmarks

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

5. Regulatory

Priority Goal

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

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

6. General Government

Priority Goal

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

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

Benchmarks

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

III. AGENCY MISSION, PHILOSOPHY AND VALUES

Mission

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

Philosophy

The THC enriches lives through history by saving the real places that tell the real stories of Texas.

We are in the business of preserving and leveraging Texas' diverse history for the social and economic benefit of its residents by:

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

Values

Values are beliefs that are shared among the staff and leadership of the agency and are woven into our day-to-day work, in the projects we endeavor, and in the decisions we make.

We share the following key values with all preservation partners in Texas, as articulated in *Preservation Connection: Texas' Statewide Historic Preservation Plan*:

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

IV. EXTERNAL AND INTERNAL ASSESSMENT

A. Overview of Agency Scope and Functions

The THC is the state agency for historic preservation. The THC 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 residents, organizations, local, state, and federal governments and tribes to preserve Texas' architectural, archeological, and cultural landmarks.

Statutory Basis

The THC is enabled by the Texas Legislature and the federal government.

State statutes that govern the agency include:

- Texas Government Code, Chapter 442 directs the THC to provide leadership and coordinate services in the field of historic preservation.
- Texas Local Government Code, Chapter 318 establishes county historical commissions and sets forth their responsibilities for carrying out preservation efforts within counties.
- Texas Natural Resource Code, Chapter 191 (Antiquities Code of Texas) directs the THC to act as custodian of all cultural resources, historic and prehistoric, within the public domain of the state, and requires an antiquities permit for projects undertaken on state or locally controlled land.

Federal laws that govern the agency include:

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

Agency Main Functions

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

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

Architectural Assistance: Protects Texas' diverse architectural heritage by providing technical assistance for the responsible rehabilitation and preservation of properties.

Evaluate and Interpret Resources: Provides information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources.

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

State Historic Sites: Provides interpretive experiences to a wide audience of Texans and visitors at 20 state historic sites.

Courthouse Preservation: Provides financial and technical assistance through the Texas Historic Courthouse Preservation Program for critical county courthouse preservation projects.

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

Economic Impact and Effectiveness of Agency Programs and Services

We evaluate our effectiveness through a combination of performance measures, the economic impact of our programs, and our success in training and empowering the general public to accomplish preservation in their communities.

Our programs consistently demonstrate that historic preservation has a positive impact on the local and state economy.

- Since its inception, the Texas Main Street Program has generated more than \$2.4 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts, created more than 28,000 jobs, and established more than 7,000 new businesses.
- Reinvestment in Main Street districts in Texas for 2011 totaled more than \$113 million, including \$72 million in private reinvestment dollars. More than 1,300 jobs were created and the number of businesses created, expanded, or relocated totaled nearly 300.
- 2010 travel spending in Texas topped \$57.5 billion, supporting 529,000 jobs within the travel industry earning \$16.5 billion. Approximately 10 percent of these travelers were heritage tourists and generated \$5.18 billion in travel spending.¹
- The Texas Historic Courthouse Preservation Program has granted nearly \$227 million to 83 counties for courthouse planning and restoration work since 1999, generating more than \$150 million in local matches from participating counties, 8,579 jobs, \$238,370,081 in income, and \$325,274,262 in gross state product.
- In 2011, agency staff facilitated 10 federal rehabilitation tax credit projects, resulting in \$80 million in private reinvestment. This translates into an economic impact of 1,840 jobs created, \$51,122,080 in income generated, more than \$8 million in state and local taxes generated, and an increase of \$69,760,000 in gross state product.
- In FY 2011, more than a quarter of a million people visited the THC's state historic sites. The 271,000 visitors reflect a 10 percent increase compared to the prior fiscal year, and represent a 40 percent increase between 2009 and 2011.

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 845,000 hours on activities in their local Texas Main Street cities.
- In the past 13 years, the heritage regions of the Texas Heritage Trails Program have raised more than \$1.2 million in regional cash contributions, \$1.85 million in in-kind contributions to fund their operations, and more than 27,500 hours have been contributed by volunteers.
- County Historical Commissions reported more than 5,180 appointees donating an excess of 454,919 hours in 2010 and 384,666 hours in 2011.
- Archeological stewards logged 43,255 volunteer hours in FY 2010–2011.
- Staff trained 29,786 individuals in archeological preservation in FY 2010–2011, accounted for 2,006 volunteer-directed archeology projects, and distributed more than 331,774 materials about archeology.
- RIP Guardian cemetery volunteers contributed 32,075 hours from 2010–2011, resulting in \$442,031 of in-kind support.

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

- Completed approximately 18,400 cultural resource reviews in FY 2011, which is a 36 percent increase over FY 2009. This dramatic increase is attributed to Recovery Act projects.
- Conducted 98.3 percent of federal and state archeology reviews in less than 30 days in FY 2011.
- Facilitated 62 nominations to the National Register of Historic Places, resulting in 2,063 properties being listed in FY 2001–11.
- Designated 59 State Archeological Landmarks across the state in 2010–2011.
- Designated 272 Historic Texas Cemeteries from 2010–2011.
- Worked with 65 Certified Local Governments.
- Supported public access via the THC's website, which increased 33 percent between FY 2009 and 2010, and continued to increase in FY 2011. The agency's website received approximately 1.1 million visitor sessions and 631,337 unique visitors in FY 2010–2011.

¹ Figures released in 2012 by the Governor's Office of Economic Development and Tourism.

The agency manages essential grant programs for historic preservation, supporting local building rehabilitation and restoration projects, archeological collections, small history museums, heritage tourism development, historic and cultural resource surveys, and educational and interpretative projects, among many other worthwhile endeavors. As a result of budget cuts, beginning in FY 2012 the agency has suspended many of its grant programs, including the Texas Preservation Trust Fund (TPTF). The success of these grants programs in helping to accomplish local projects cannot be overstated.

Often, the THC provided a nominal amount of money that served as an important piece of a larger funding puzzle.

- Since being established in 1993, nearly \$10 million has been provided by the Texas Capital Fund, resulting in more than \$22 million in local projects for Main Street cities.
- Communities and nonprofits have received more than \$652,319 in partnership grants over the past 13 years through the Texas Heritage Trails Program.
- In FY 2010, the THC funded \$272,950 in TPTF matching grants to communities, nonprofit organizations, and individuals working to preserve endangered historic structures and archeological sites.
- The agency allocates 10 percent of its annual federal appropriation for grants to Certified Local Governments. In FY 2011, \$131,590 was granted to 11 communities through this program. In FY 2011, \$133,000 was awarded to 10 communities.

Agency Timeline

- 1876 Texas State Constitution authorized the Texas Legislature to “make appropriations for preserving and perpetuating memorials of the history of Texas.”
- 1933–40 Organizers of the state’s centennial celebration cooperated with federal New Deal programs to restore historic buildings and erect markers around the state.
- 1953 The legislature created the Texas State Historical Survey Committee to oversee state historical programs.
- 1956 County historical survey committees were created to carry out preservation work at the local level in Texas.
- 1962 The first marker of the Official Texas Historical Marker Program was placed at Camp Ford in Tyler.
- 1963 The legislature expanded the mandate of the Survey Committee with legal authority to preserve and protect the heritage of Texas.
- 1966 The U.S. Congress passed the National Historic Preservation Act to ensure protection of the nation’s prehistoric and historic resources, and the governor assigned the Survey Committee to administer provisions of the act for Texas.
- 1969 The legislature passed the Antiquities Code of Texas to protect all cultural resources, historic and prehistoric, within the public domain of the state, and the Texas Antiquities Committee was established as the sister agency to the Survey Committee to administer this code.
- The Office of the State Archeologist was transferred to the Survey Committee to establish a statewide archeological program.
- The legislature granted the endangered 1856 Carrington-Covert House, 1883 Gethsemane Lutheran Church, and 1940 Luther Hall to the Survey Committee, and all three buildings were renovated to house agency offices.
- 1971 The legislature granted the Bonham home of Sam Rayburn to the Survey Committee to preserve and manage as a public museum.
- 1973 The legislature revised the agency’s enabling statute to give it additional protective powers, expand its leadership role and educational responsibilities, and officially changed its name to the Texas Historical Commission (THC).
- 1980 An amendment to the National Historic Preservation Act created the Certified Local Government Program, administered by the THC for the State of Texas.
- 1981 The THC created the Texas Main Street Program, affiliated with the National Trust for Historic Preservation, to assist communities with downtown revitalization.
- 1986 The THC was instrumental in the state’s celebration of Texas’ Sesquicentennial.
- 1989 The legislature granted oversight authority for the Governor’s Mansion to the THC.
- The legislature created the Texas Preservation Trust Fund to enable the THC to accept donations and grants for the preservation of significant historic properties and sites.

- 1989 The THC initiated the Los Caminos del Rio Heritage Project, a bi-national heritage tourism and conservation program.
- 1994–95 The legislature awarded \$2.5 million in Intermodal Surface Transportation Enhancement Act (ISTEA) funding to the THC for special agency projects such as the Texas Historic Sites Atlas, marker survey and repair, and Texas courthouse projects.
- 1995 THC archeologists discovered the La Salle shipwreck off the Texas coast and a special appropriation of \$1.7 million was awarded to the agency to support costs of the shipwreck recovery. Private sector donations for the project totaled an additional \$2.3 million.
- 1997 An electrical fire at the Sam Rayburn House Museum, the only historic structure administered by the THC outside of Austin at that time, caused extensive structural and smoke damage.
- The 75th Legislature provided funding for the THC to implement a cemetery preservation program.
- 1998 The Texas Forts Trail Region was launched in San Angelo, the first of 10 regions in the new Texas Heritage Trails Program, a regional tourism initiative of the THC.
- 1999 The 76th Texas Legislature provided \$50 million to the THC for restoration of historic county courthouses.
- 2001 The Historic Texas Lands Plaque Program was initiated to recognize landowners who preserve archeological sites on their property.
- Shackelford County rededicated its courthouse as the first completed restoration in the Texas Historic Courthouse Preservation Program.
- 2002 The THC received \$4.3 million from the Transportation Equity Act for the 21st Century (TEA-21) through the Texas Department of Transportation to continue the Texas Heritage Trails Program.
- 2004 First Lady Laura Bush announced the launch of the Preserve America Program and the city of Castroville was one of the first communities to be designated.
- A human skeleton from the *Belle*, La Salle's 17th-century ship, was buried in the Texas State Cemetery.
- 2005 President George W. Bush awarded the Texas Heritage Trails Program the Preserve America Presidential Award.
- The 79th Legislature earmarked \$80 million of federal Transportation Enhancement Program funding for county courthouse preservation.
- The National Museum of the Pacific War was transferred to the THC from Texas Parks and Wildlife Department and an agreement to manage the site was developed with the Admiral Nimitz Foundation.
- 2007 The Texas Legislature transferred 18 state historic sites from Texas Parks and Wildlife Department to the THC and approved a \$34 million bond to invest in improvements to the historic sites.
- 2008 The THC mobilized services to Galveston and other Gulf communities impacted by Hurricane Ike.

- 2008 President George W. Bush awarded the Texas Historic Courthouse Preservation Program the Preserve America Presidential Award.
- 2009 F. Lawrence Oaks, THC executive director since 1999, retired and was succeeded by Mark Wolfe.
- The Texas Legislature created a State Historic Highways Program and a Bankhead Highway Program for the THC and Texas Department of Transportation to develop in partnership.
- Restoration and improvement projects began at state historic sites managed by the THC.
- The Texas Legislature created the Texas Holocaust and Genocide Commission and assigned it administratively to the THC.
- 2010 The THC received a \$1 million appropriation of federal stimulus money to enable the restoration of the Presidio San Saba in Menard.
- The agency worked with the State Preservation Board to reach a resolution on plans for the restoration and addition to the Governor's Mansion after extensive fire damage to the mansion.
- The THC launched the *Texas Hill Country Region* travel brochure, the final brochure in a series of 10 heritage trail regions, and revised *African Americans in Texas: Historical and Cultural Legacies* as part of the THC's heritage tourism and education efforts.
- 2011 The 82nd Texas Legislature reduced the budget of the THC by 50 percent, resulting in the loss of 45 staff positions.
- The Texas Preservation Trust Fund grants, small museum support grants, and heritage tourism partnership grants are suspended as a result of budget cuts.
- The THC published *Preservation Connection: Texas' Statewide Preservation Plan*, an interactive web-based plan that includes the vision, goals, and outcomes for historic preservation in Texas.
- 2012 The THC suspends the Annual Historic Preservation Conference.
- The agency completed 44 capital projects at state historic sites, including restoration and maintenance of historic buildings, new or improved visitor centers and maintenance facilities, and interpretive exhibits.
- The Tejano Monument on the Capitol Grounds was completed and unveiled.

B. Organizational Characteristics

Workforce

The THC is authorized for 176.2 full time employees, although 1.5 of those FTE are staff to the Texas Holocaust and Genocide Commission. The agency follows fair hiring practices and seeks to recruit employees from underrepresented populations at all levels. Although progress has been made, particularly in offering opportunities for women, the agency still lags in the hiring of African-Americans, Hispanics, and people with disabilities. We have developed a plan for addressing internal diversity at the agency, in addition to adding measures to our strategic plan in order to track progress made in reaching state EEO benchmarks.

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

PERCENTAGE OF MINORITIES IN AGENCY'S TOTAL WORK FORCE			
(as reported April 30, 2012)			
	Total Positions (Headcount)	Number Minority (Headcount)	Percent Minority
Officials/Administrators	7	1	14%
Administrative Support	30	8	27%
Service/Maintenance	28	8	29%
Professionals	84	6	7%
Para-Professional	35	11	32%
Protective Services	0	0	0
Skilled Craft	1	0	0
Technicians	0	0	0
TOTAL	185	34	18%

EXEMPT POSITIONS VERSUS CLASSIFIED	
(Headcount as reported April 30, 2012)	
Exempt Personnel	1
Classified Personnel	184
TOTAL	185

Organizational Structure

The THC is governed by 17 members from around the state appointed by the governor to staggered, six-year terms. The commission also has one commissioner emeritus with non-voting status through the present governor's term. Commissioners meet quarterly to consider agency business and to direct and manage policy. An executive director is selected by the commission to oversee the administration of agency activities and programs. The Texas Government Code, Chapter 442, stipulates that the executive director also serves as the State Historic Preservation Officer to administer the National Historic Preservation Act of 1966, as amended. The executive director is the chief executive officer of the THC, assisted by two deputy directors, one who also serves as Division Director over State Historic Sites and one who oversees other agency daily operations.

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

All key management policies are maintained within the agency's personnel manual. The personnel manual was updated during fiscal year 2008 and will be updated again during fiscal year 2012. The agency strives for management practices that are open, constructive, and lead to agency efficiencies and employee growth.

Geographical Location of Agency

The agency is headquartered in a cluster of five historic buildings located in the Capitol Complex in Austin (four are maintained by the agency; one is provided by the Texas Facilities Commission). Due to limited space, several employees are also housed in the Stephen F. Austin Building, the nearby privately-owned Roy Thomas House (lease expiring August 31, 2012), and curatorial facilities on Tuscany Way in Austin for the treatment and storage of artifacts associated with our historic sites.

In addition to its headquarters in Austin, the agency owns and administers the following state historic sites:

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

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

Human Resources

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

The 82nd Texas Legislature reduced the budget of the THC by 50 percent, resulting in the loss of 45 staff positions. This legislative session marked a very stressful and tenuous time for staff, where employees' job security and future with the agency was unknown. Nearly all of the programs at the THC lost staff, while the amount of work needing to be done simultaneously increased due to several factors, including the distribution of billions of dollars in federal stimulus funds to Texas (requiring THC review under the National Historic Preservation Act), and the increase in staff and budget for the Texas Holocaust and Genocide Commission. THC employees are concerned about the upcoming legislative session and potential future budget reductions that may result in more staff loss.

The agency turnover rate of 23 percent during FY 2011 reflects a mandatory reduction in force, as well as the fact that both professional and non-professional staff can find employment with other organizations at higher salaries that cannot be matched by the THC. Fair pay is the largest human resource challenge; the agency consistently pays less than the private sector as well as other state agencies with similar positions. Prior to the staff reductions, the turnover rate had improved significantly as a result of steps to address fair pay, as well as an emphasis on professional development. All employees are encouraged to create a professional development plan and attend training that will help them achieve their professional goals. Another challenge for the agency is developing appropriate career ladder opportunities for staff. Because the agency is small and highly specialized, it has been difficult to chart a path for staff advancement. Typically, promotions occur as a result of another staff member retiring or leaving the agency.

The THC staff participated in the Survey of Employee Engagement (SEE) in January 2012. The agency set a goal to score at least 300 in all SEE categories, which it accomplished with the exception of the “Pay” category (242). Year after year, the agency is challenged to find adequate solutions to address the pay issue. Categories deserving special mention are: “Strategic” with a score of 400, “Supervision” and “Physical Environment” with scores of 392, and “Employee Engagement” and “External Communication” with scores of 390.

We will aggressively solicit employee feedback, suggestions, and recommendations for improvement in the categories of “Internal Communication” and “Information Systems,” which had lower scores of 366 and 370 respectively. Overall, however, the results were very favorable with an aggregate score for the agency of 378 and a participation rate of 90 percent.

Assets and Capital Improvements

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

Modest capital improvement appropriations during the 81st and 82nd legislative sessions enabled the agency to renovate these buildings to create more office space, as well as modify buildings to comply with the Americans with Disabilities Act. No capital improvement appropriation was made to the THC in the last legislative session. It is essential for the state agency for historic preservation to act as a role model for the public in the sensitive use and stewardship of historic buildings. Capital funds are necessary if the agency is to continue to responsibly occupy these historic buildings.

Additionally, the agency owns and operates the following state historic sites:

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

Many of these sites are in the process of or have completed restoration or rehabilitation through a \$34 million bond program established by the 80th Legislature. The capital needs of each site have been examined thoroughly and construction started in 2009. The agency has completed a total of 44 bond-funded capital projects in FY 2009–2011, including restoration of historic buildings, new or rehabilitated visitor centers, and maintenance buildings. Work continues in FY 2012 with 10 projects in construction and 14 projects in design.

The agency owns 56 vehicles, most of which are located at state historic sites. We also own six archeological sites as a result of property owner donations. Through ownership we are able to preserve these important sites; however, we lack appropriate staff to routinely monitor and maintain these properties.

The agency’s offices demonstrate the successful adaptive reuse of significant historic buildings, and most buildings are located in the Capitol Complex, which provides easy access for the public.

The agency has identified numerous capital improvement needs that must be addressed in the coming years in order to continue operating in the most efficient manner.

- 1. Building Maintenance:** Repairs and renovations to the THC buildings continue to be needed to maintain life safety and functionality. Building repairs and cyclical maintenance for all THC-owned buildings will require \$100,000 each year.
- 2. Building space:** The THC is currently leasing private office space at the Roy Thomas House for the Historic Sites Division, and the lease on that space will expire at the end of the current fiscal year. We have been told that there is no state office space near the other THC offices adequate to house this important division, so it is likely that they will be again relocated to privately owned space.
- 3. Technology:** The THC faces unique challenges in the area of information resources. We have a small (3 FTE) IT staff, yet face issues not normally encountered by agencies of our size. Our location in several separate buildings throughout the Capitol Complex, as well as historic sites across the state, has resulted in difficulties in establishing an effective network infrastructure. Several of our historic sites are in rural locations with no broadband Internet access. This has resulted in additional difficulties in access to resources provided to the rest of the agency through the computer network for collaboration and file sharing, as well as for processes in purchasing, accounting, and human resources.

The agency has embraced technology to streamline operations and improve service as funds have allowed. As the public comes to demand quicker, more efficient service and access to information, the agency will have to continue to invest in technology and staff training to keep pace. We were given a limited capital budget in FY 2010–11 and 2012–13; however, no additional funds were appropriated. The agency struggles to keep its computer systems updated on a regular basis, including managing the servers and remote connections with the historic sites around the state. The THC needs funding for technical staff, training, maintenance, and upgrades of hardware and software.

Historically Underutilized Businesses

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

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

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

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

The THC's HUB goals for the procurement categories are:

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

C. Fiscal Aspects

Size of Budget

The total budget for FY 2012–13 for the THC is \$52,644,819, of which \$20 million is bond proceeds for the Texas Historic Courthouse Preservation Program. This budget includes \$1 million for the Vietnam Veterans Memorial Monument; \$154,702 each year in General Revenue funding for the Texas Holocaust and Genocide Commission; General Revenue funding for the operation of the National Museum of the Pacific War (\$200,000 each year), and \$500,000 for their archival storage and digitization of collections project.

Method of Finance

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

Method of Financing	FY2012	FY 2013
General Revenue Fund	\$5,355,540	\$3,938,447
Sporting Goods Sales Tax	\$5,089,121	\$4,908,283
Fees from Historic Sites	\$686,261	\$686,261
General Revenue Fund–Dedicated	\$2,552,832	\$2,552,832
Federal Funds	\$865,351	\$865,351
Other Funds		
Appropriated Receipts	\$969,770	\$469,770
Interagency Contracts	\$1,852,500	\$1,852,500
Bond Proceeds–General Obligation	\$20,000,000	
TOTAL	\$37,371,375	\$15,273,444

Federal Funds

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

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

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

Federal funds are a significant source of operating revenue for the agency. Funds are dependent on the federal appropriations process and can fluctuate from year to year. A potential reduction in funding coupled with state-mandated reductions will hamper the agency's ability to fulfill its mandated federal activities and requirements.

Per Capita and Other States' Comparisons

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

It should be noted that this survey was conducted prior to the budget cuts in 2011. It also did not include special allocations, such as the monies dedicated to the Texas Preservation Trust Fund, or funds allocated to one-time projects, such as recovery of the La Salle shipwreck, and the excavation, analysis, interpretation, and display of artifacts from Fort St. Louis.

Budgetary Limitations

The agency's current budget does not meet the needs of baseline operations. The effects of a 50 percent budget reduction and the loss of 45 staff members severely hampers the agency's ability to provide essential public services and federally and state-mandated activities. The budget continues to be a complicating factor in our ability to operate effectively and provide needed public services.

One solution to the imposed budgetary cuts was the authorization to use the money from the Texas Preservation Trust Fund to support essential staff positions. The Texas Preservation Trust Fund is a corpus dedicated to providing grants to the public to support historic preservation projects across the state. The legislature enabled the THC to use half of the corpus to support operations in FY 2012–13. If the agency is required to use the Texas Preservation Trust Fund to pay for essential positions in FY 2014–15, we will exhaust the fund. If the fund is exhausted, we lose that source of revenue for supporting basic operations, and we also lose an important grant program supporting public historic preservation projects.

While more money would alleviate many problems, our budgetary issues arise from structural issues as well. Our biggest concern is cash flow; we maintain several interagency contracts that fund programs on a reimbursement basis. We routinely cover contract expenses through general revenue, which is then reimbursed; however, the lag time in which we are reimbursed results in cash flow strains. As an agency that administers many programs through federal funding, the THC has difficulty matching mandated state salary increases for employees paid through the federal HPF. Neither the state or federal government allocates increased funds for salaries of employees paid through federal money; as a result, it is necessary for us to use the general operating budget to cover any mandatory increases. In addition, the state mandates longevity pay but has not allocated any resources for it, resulting in our need to use general revenue to cover the expense. These issues result in a significant draw on the annual operating budget.

In FY 2011–12 and 2012–13, the agency received no funding for capital expenditures, including building repairs, maintenance and improvements, as well as for our technology infrastructure. Our buildings require continued funding in order to avoid the kind of massive bond-funded work that was necessary at the state historic sites transferred to the agency several years ago. In addition, the THC has inadequate technology resources to do our jobs effectively. In order to address our highest priorities of updating computer hardware and infrastructure, we require an increase in appropriations to cover capital expenditures for information resource technology. If we are to promote preservation and heritage tourism that results in significant value to the economy, as well as address our effectiveness through technology, it is important that we seek appropriations for capital expenditures.

With the award of \$8.9 million in federal transportation enhancement funds, the agency will need to provide a 20 percent match. This will total approximately \$1.1 million. During FY 2010–11, the agency received \$356,000 each year of Sporting Goods Sales Tax to achieve this match. The Sporting Goods Sales Tax funding was not carried into the 2012–13 biennium. We received funding through the Texas Preservation Trust Fund to provide a partial match for this program; however, we still need to secure the total match. If the match can be obtained, these federal funds will be expended by FY 2014–15.

An additional \$1.38 million in federal transportation enhancement funds was awarded to THC to support the legislatively-mandated Historic Highway program. The match to this grant was requested as an exceptional item in the 2011 legislature, but the funds were not appropriated. THC is attempting to use staff time and already stretched operating funds to meet the matching requirements to avoid losing this opportunity to improve the state's heritage tourism options.

Texas has more historic courthouses than any other state. Today, more than 235 courthouses still stand that are at least 50 years old; about 80 were built before the turn of the 20th century. Most of these structures have deteriorated significantly due to inadequate maintenance, insensitive modifications, or a combination of these problems. These historic courthouses are focal points for heritage tourism, one of the fastest-growing segments of the travel industry. The state has already invested nearly \$227 million in grants to counties for the restoration of their courthouses; however, the estimated current need to restore courthouses that submitted approved master plans is approximately \$200 million in state funds. There are still dozens of nationally recognized historic courthouses across the state that could benefit from the Texas Historic Courthouse Preservation Program.

The agency plans to comply with the appropriation cap for out-of-state travel. The agency's cap was established before the transfer of 20 state historic sites to the THC, and the resulting staff increase that was necessary to operate those sites. All out-of-state travel is currently being prioritized and the executive director will only approve out-of-state travel deemed critical to the goals of the agency. The continuation of the Holocaust and Genocide Commission places an additional strain on the agency's out-of-state travel budget.

D. Customer Analysis

Since the late 19th century, Texans have expressed an interest in preserving the landmarks of the state's history. Persons typically associated with preservation activities have fit a particular profile: Anglo, educated, financially secure, over 50 years of age, and generally female.

This profile remained largely unchanged until the late 1970s and early 1980s when several factors came into play:

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

Despite these changes, the majority of the client base of the THC continues to be Anglo, predominantly female, and over the age of 50. Although the number of minorities, particularly Hispanics, continues to rise in Texas, participation in preservation activities has not grown in proportion. The agency has initiated strategies to promote participation from underrepresented populations, such as its cultural diversity initiative, Diversity Internships, surveys of significant sites associated with minorities, and production of targeted publications. One such publication is the *African Americans in Texas: Historical and Cultural Legacies*, highlighting significant historic properties that tell the story of the black community in Texas. Another effort is the Undertold Markers Program, a fund that is used to produce markers that tell the story of underrepresented populations and stories in Texas. The agency continues to seek partnership with minority groups, new minority heritage organizations, and individuals to assess needs, resources, issues of importance, and collaborate on projects.

Current Customers

The THC is committed to serving every Texan, present and future, as well as visitors from around the nation and world who enjoy Texas' rich history and attractions.

A sampling of the people we interact with on a daily basis include:

- A network of 254 county historical commissions comprised of more than 5,000 appointed members.
- Local governments, including judges, county commissions, city landmark and planning commissions, and their staff.
- Volunteer nonprofit preservation and heritage groups, such as local and statewide preservation organizations, and local, regional, and statewide archeological societies.
- History museum staff, boards, and volunteers.
- State and federal agencies and tribes.
- Professionals in preservation fields, such as architects, architectural historians, archeologists, historians, genealogists, and land-use planners.
- Visitors to the 20 state historic sites managed by the agency.
- Tourism organizations, professionals, and domestic and international travelers.
- Homeowners and landowners wanting to preserve and designate their property.
- Developers and property owners who are restoring or rehabilitating historic buildings.
- Main Street staff and board members, economic development specialists, and downtown revitalization professionals.
- Educators, professors, students, researchers, and writers.
- Libraries, archives, and collections staff.
- Members of the general public who are interested in preserving their family or community history.

The location of the service population is the entire state of Texas. To better manage the preservation of historic resources and the delivery of services, the THC has divided the state into six regions, reflected in the map below.



Interaction with Customers

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

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

Public Perception

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

Respondents identified challenges or threats to local historic and cultural resources, the top three being lack of financial incentives and economic tools for historic preservation; growth and development pressure (including urban sprawl); and not enough understanding or appreciation of historic preservation by the general public.

When asked what three activities Texas should improve to better preserve its historic and cultural resources, respondents chose:

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

The survey was an important tool for the agency as we developed our federally mandated 10-year Statewide Historic Preservation Plan for Texas, which serves to inform this Strategic Plan. Themes including the importance of linking preservation with economic development tools and financial incentives, strengthening local and state preservation policies, and educating the public and decision makers about the benefits of preservation in the community, are integrated throughout both plans.

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 intent to provide the best possible service, and our goal is to be recognized for the pursuit of excellence in the area of customer service. In April–May 2012, the THC administered an online survey of the customers of the agency. The agency had a positive overall satisfaction rating with 89.7 percent of the respondents stating that they were satisfied with their experience with the agency.

All survey items were scored on a five-point scale with 5 being strongly agree and 1 being strongly disagree. All but one item scored above 4.0, indicating very positive customer service feedback. The highest scoring item regarded the staff members being knowledgeable and helpful (4.5) and the lowest was in relation to complaints (3.91). The THC manages 20 historic sites across the state that are open to the public. Of the 300 of the total survey respondents who answered questions pertaining to their experience at the sites, all scores were above 4.0.

Indicators of Customer Demand

Customer demand of agency services is influenced by numerous factors, including population growth, economic trends, and development that are beyond the control of the agency. In 2013, Texas is projected to have approximately 26.6 million residents. By the year 2017 the population is expected to exceed 28.4 million. Significant to this growth is the change in demographics. Hispanics are projected to be the majority by the quarter-century mark. The number of households in the state is increasing; however, their size and homogeneity is decreasing. By 2040, it is projected that at least 60 percent of residents will be non-Anglo and the average resident will be over the age of 50.²

These changes in demographics will be accompanied by trends in development and settlement patterns. As the population increases, so will development in metropolitan regions of the state, as well as in unincorporated areas surrounding urban areas. Areas containing previously undisturbed archeological and historic resources will be targeted for urban and suburban growth. The impact of development on resources is an important factor influencing the activities of this agency, especially in the regulatory review process. This means that the agency will be called upon from all parts of the state for increased services and assistance.

The agency's regulatory review process ensures that the needs of project sponsors and administrators of public lands are met by providing rapid, capable reviews by an experienced, professional staff. No other agency provides these services that enable land-altering projects to be in compliance with state and federal preservation laws. For example, the ARRA of 2009 (American Recovery and Reinvestment Act) has resulted in an increase of local and federal projects that requires our regulatory review without providing any additional resources to address the increased demand. One state agency, the Texas Department of Housing and Community Affairs, helped the THC respond to this increased demand by providing one temporary FTE (compensated out of Recovery Act funds) to review stimulus projects administered by that agency.

²Texas Comptroller of Public Accounts; Texas State Data Center.

Although most people live in metropolitan areas and growth is expected to continue in these areas, the agency has a large rural constituency. This rural constituency will be impacted by growth and migration to the metropolitan areas in the form of population and economic decline. Rural communities already look to historic preservation and the THC as a source for economic development through downtown revitalization and tourism.

No other state agency meets the needs of preservation groups at the local level in the same manner as the THC. The restoration and preservation of historic resources, which in turn spur economic development and tourism, would be much less accessible without THC's programs and services. The agency manages several important tax incentive and grant fund programs that result in millions of dollars of private reinvestment, job creation, and tax revenue each year. Groups that undertake historic preservation at the local level depend on the THC for information, guidelines, technical advice, and information on sources of financial assistance and potential tax advantages.

E. Technological Developments

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

In spite of this, the agency lags behind recent advancements in technology. Inadequate and outdated computer equipment and infrastructure has led to general frustration and has affected staff performance. The THC does not have adequate technology resources to do our jobs effectively. In order to address our highest priorities of updating computer hardware and infrastructure, we require capital expenditure appropriations for information resource technology. If we are to promote preservation and heritage tourism resulting in significant value to the economy, as well as address our effectiveness through technology, it is important that we acquire appropriations for capital expenditures.

Impact of Anticipated Technological Advances

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

In addition to the technical side of the THC, agency operations must keep up with technological communication advances. The Internet, mobile technology, and social media have become sophisticated and powerful tools for communication, service delivery, and information management. The THC does not have the resources to engage in current technology trends, especially in regards to delivering services via the Internet, but has made it a priority for advancing agency operations. The widespread use of GPS and mapping, especially for mobile devices, is an exciting advancement that can be utilized by the agency for locating and mapping historic and cultural resources.

Degree of Agency Automation

Each staff member in the agency is provided with a telephone and a desktop or laptop computer with email and Internet access and all necessary computer programs needed to carry out his/her duties with the agency. In addition, staff members share files over a server to reduce the time it takes to pass files back and forth and to reduce paper costs. The agency-wide computer network has increased the overall efficiency of the workforce and has provided a more reliable way to communicate. A staff programmer has developed several applications, both agency-wide and program-specific, that have improved staff efficiency.

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

The THC website continues to be a source of information for preservationists around the state. The agency is currently undergoing a reorganization and redesign of its website, making it more user-friendly, easy to navigate, and accessible. The THC has digitized all of its heritage tourism, historic sites, and Texas Heritage Trail Region brochures, and many of the agency program applications can be found on the THC website. This has reduced the time it takes for a person to receive the needed information and reduces printing costs and postage.

Fundamental to the success of all our programs, we are committed to promoting the state's historic assets to travelers. The THC is the premier source for heritage travel information and the Internet is an important portal for promoting quality heritage destinations to Texans and non-Texans. Ten heritage region websites have been developed to promote cultural and heritage sites within those regions. These 10 websites are currently being completely redesigned and redeveloped to offer dynamic, engaging heritage travel information for potential visitors in an easy-to-use format. The anticipated re-launch date is Fall 2012.

Anticipated Need for Automation

We recognize technology as a powerful tool not only for our internal efficiency, but also as a way to effectively deliver services to the public. Developed in 1995, the Atlas was a pioneer in providing information to the public through the web. The THC now manages information on more than 300,000 historic and prehistoric places and sites across the state through this online database. Much of the information is accessible to the public and is an important tool for review and compliance, preservation planning, and tourism development, among many other things.

The agency has done its best with limited funding and resources to keep the site updated. Staff made improvements to the Atlas in 2011-12 to aid in navigation and update the GIS (Geographic Information System) interface, but much remains to be accomplished. This site is the portal to information on historic and cultural resources statewide and therefore needs consistent attention and resources so it can become the powerful tool it is intended to be. The agency is preparing to improve several facets of the Atlas so the database can receive Bankhead Highway survey information. This update will improve the public's access to critical information about historic and cultural resources across the state.

A main function of the agency is federal and state mandated review and compliance. The THC manages a complex process comprised of many reviewers in different divisions examining the potential effects of development projects on historic and cultural resources. The agency has made improvements to its database for project review and tracking, and has a plan for bringing this system to a streamlined web-based platform. This would potentially enable agencies and consultants to submit project information over the website and allow reviewers to post updates on the project's progress. But something as simple as the THC's inability to send or accept large email attachments cripples the agency in its efforts to automate these processes.

The Internet has become the main portal for obtaining information for a large percentage of the population. With the redesign of the agency's website, we will realize immediate efficiency advances by using online interactive forms, as well as providing information, tutorials, and toolkits for services via the website. Because Texas is such a large state, and THC staff is concentrated in Austin, virtual services in the form of video, webinars, and web conferencing can be important tools for conducting business, especially in these times of a lean budget and staff.

F. Economic and Demographic Variables

December 2007 brought the start of a national recession second only to the Great Depression. The collapse of the financial and housing markets resulted in more than 8.4 million Americans losing their jobs and the unemployment rate doubling in less than two years.³ More than 4 million homes have been foreclosed since 2007.⁴

Texas was slower to enter the recession and has fared slightly better than the national average. The state had the highest population growth, stronger job growth, less unemployment, and a fraction of the housing foreclosures during the recession. Due in part to the economic crisis, the State of Texas faced an enormous shortfall during the 2011–2012 biennium, the largest deficit in the history of the state. This shortfall resulted in across the board budget cuts and the loss of 10,200 state employees, according to the state auditor's office. The THC's budget was reduced by 50 percent and the agency lost 45 positions. The agency had to use funds from the Texas Preservation Trust Fund to support critical public programs and staff, resulting in a suspension in grants to the public.

The recession has not slowed the population growth of the state. The U.S. Census confirms 25,145,561 people living in Texas in 2010, a 20 percent increase from 2000. Demographic projections show a state growing, diversifying, and aging substantially in the coming decades, and will remain among the fastest-growing states in the nation. Texas is projected to have a steady population growth of 1.7 percent annually, due largely in part to migration, with numbers reaching 28.4 million in 2017.⁵ The major metropolitan areas of Houston, Dallas, and Austin are ranked in the top 5 fastest-growing cities in the nation, according to Forbes, and will continue to grow in the coming years. In 2000, approximately 86 percent of the Texas population lived in metropolitan areas. By 2020, 87.7 percent of the population is projected to live in metropolitan areas.⁶

These changes in demographics will be accompanied by trends in development and settlement patterns. As the population increases, so will continued development around major metropolitan regions of the state. Nearly two-thirds of the state's population growth is taking place just outside of cities' boundaries in unincorporated areas. These areas contain previously undisturbed archeological and historic resources, and local county governments lack land-use controls to effectively protect these resources. Conversely, as people continue to migrate to and around urban areas, rural communities will experience population loss and a dwindling tax base.

Significant to this growth is the change in demographics. Hispanics are projected to be the majority by the quarter-century mark. The number of households in the state is increasing; however, their size and homogeneity is decreasing. By 2040, it is projected that at least 60 percent of householders will be non-Anglo, and the average householder will be over the age of 50.⁷

The short and long-term impact of the recession on historic and cultural resource preservation is difficult to predict. Undoubtedly, agencies and organizations are finding it harder to raise funds for projects and programs related to preserving historic and cultural places and traditions, and financing for building projects is more difficult to secure. However, many see the recession as an opportunity for the preservation of historic and cultural places. With the slowing of new construction and development, sites that might otherwise have been altered or destroyed may escape demolition. As local, state, and federal spending dwindles on public improvement projects, historic and cultural sites may be spared. The recession may also result in a culture shift away from conspicuous consumption to thrift and savings, where we use the resources we have to our best ability. Reusing old buildings and investing in historic and cultural sites and traditions can be seen as an attractive, cost-effective, and environmentally-friendly cornerstone of recovery, one that has cumulative and lasting economic and social value.

³ Elise Gould and Heidi Shierholz, "A lost decade: Poverty and income trends paint a bleak picture for working families," www.epi.org/publications/entry/a_lost_decade_poverty_and_income_trends (September 16, 2010)

⁴ http://money.cnn.com/2012/01/12/real_estate/foreclosures/index.htm

⁵ Texas Comptroller of Public Accounts.

⁶ Texas State Data Center.

⁷ Texas Comptroller of Public Accounts; Texas State Data Center, 2010.

Several agency programs are directly tied to the economy and are impacted by change in personal income, employment, and population fluctuations. Private property owners are more inclined to spend money on historic building rehabilitation when the economic conditions are good, interest rates are low, and personal income is greater. Counties are apt to apply for the Texas Historic Courthouse Preservation Program when tax revenues can provide the matching funds for this program. Gross state product and personal income are projected to rise modestly through 2017, which can impact the demand for these types of programs.

Changing economic trends can influence the following activities and agency services:

- Project expenditures by federal agencies resulting in an increase or decrease in Section 106 reviews. Recovery Act projects resulted in a 36 percent spike in federal review projects for the agency in FY 2011.
- Rehabilitation of historic properties and participation in the federal Rehab Tax Credit Program
- Participation in the agency's downtown revitalization program
- Visitation to the state historic sites
- Historic resource surveys
- Private and public sector grant needs
- Ability of local preservation groups to match grants
- Volunteerism
- Purchases of historical markers
- Donations to agency projects

Impact of THC on State and Local Economies

THC programs make vital contributions to the health of local and state economies. Heritage tourism continues to be one of the fastest growing segments of the tourism industry in Texas, generating more than \$5.18 billion in travel spending in 2010. Texas Main Street cities produced more than \$113 million in reinvestment in their downtowns in 2011. The Texas Historic Courthouse Preservation Program has generated more than \$325 million in gross state product and more than 8,500 jobs since its inception in 1999. In 2011, projects using the federal Rehab Tax Credit, in which the agency facilitates, generated \$80 million in private reinvestment and 1,840 jobs.

Historic preservation improves the state's economy. Studies show that the total economic impact of historic preservation in Texas is over \$1.7 billion annually. This impact results in more than 40,000 jobs, \$890 million in income, \$1.471 billion in gross state product and \$445 million in state and local taxes every year.

The 20 state historic sites the THC owns and operates, especially those in rural areas, are important economic engines in their host communities. The facilities attract non-resident visitors who spend money in the local community, thus creating income and jobs. More than a quarter of a million people visited the THC's state historic sites in 2011, representing a 40 percent increase since 2009.

G. Impact of Federal Statutes/Regulations

The THC serves as the State Historic Preservation Office (SHPO) as required by the National Historic Preservation Act of 1966 (NHPA), as amended. The NHPA directs all states to administer federal preservation laws and policies. These policies and programs serve as the foundation for all SHPOs and for a unified national historic preservation effort. By not performing these baseline functions, the THC would jeopardize its standing with the National Park Service (NPS) and Secretary of the Interior, along with its annual allocation from the federal government, which in FY 2012 equaled \$1,334,882. Despite enormous growth in responsibilities, the funding for State Historic Preservation Offices, when adjusted for inflation, has not changed since 1983.⁸

Under the NHPA, the THC is required to:

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

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

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

The Intermodal Transportation Efficiency Act, first passed in 1991, included a clause that allowed a percentage of each state's appropriation to be spent on projects related to highway transportation. Numerous Texas communities have used these enhancement funds for preservation projects, including repair of historic bridges and designation of historic corridors. The act was reauthorized in 1998 and again in 2005, now known as Safe, Accountable, Flexible and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) of 2005. The THC was awarded \$8.9 million in FY 2008 to continue its national award-winning Texas Heritage Trails Program, which includes promoting heritage tourism in all 254 counties in Texas.

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

⁸ "Aligned for Success...Recommendations to Increase the Effectiveness of the Federal Historic Preservation Program." Summer 2011. www.preservationaction.org/Task%20Force/AlignedForSuccess.pdf

Impact of Future Federal Actions

Federal funds are a significant source of operating revenue for the agency, and enable the THC to fulfill its mandated federal activities and requirements. Every federal budget process poses the risk of decreased funding for State and Tribal Historic Preservation Offices. We continue to request an increase or at the very least, level funding. Should this not happen, the agency would be not be able to pay for federally mandated programs and services.

Since the passage of the Intermodal Transportation Efficiency Act, many Texas communities, as well as the THC, have used enhancement funds for historic preservation projects. New transportation law is currently being debated on Capitol Hill, and there have been several threats that historic preservation projects would be ineligible for funding. This could bring the nationally recognized Texas Heritage Trails Program to an end.

The Creating American Prosperity through Preservation Act, H.R. 2479, introduced in July 2011, includes several needed improvements to the federal rehabilitation tax credit program, which the THC administers. Most significantly, this bill would increase the federal rehabilitation tax credit for smaller projects, better encourage re-use of historic buildings, and promote energy efficiency. The tax credit would modify the existing federal rehabilitation tax credit program to increase credit for “small” projects of \$7.5 million or less, define “older building” as 50 years or more, improve usability for nonprofit organizations, and establish energy efficiency supplement. These revisions would be extremely beneficial for Main Street-type projects, enlarging the tax base of inner cities and small towns. It would also increase the workload of THC staff administering this enlarged tax credit program.

The Historic Homeowners Revitalization Act of 2011, H.R. 2555, introduced in July 2011, seeks to amend the Internal Revenue Code to “expand the incentives for the rehabilitation of older buildings, including owner-occupied residences,” by creating a tax credit program for homeowners. This tax credit program would be an important incentive and tool for historic homeowners in Texas, and there is a strong demand for financial incentives to rehabilitate historic homes. This would have a dramatic impact on the THC workload, as the agency would be responsible for managing this program at the state level.

The Rehabilitation of Historic Schools Act of 2011, S. 1685, introduced in October 2011, would amend the existing commercial rehabilitation tax credit to allow rehabilitation expenditures for a qualified public educational facility to qualify for the rehabilitation tax credit. This would increase agency work in reviewing these projects at the state level.

H. Other Legal Issues

Impact of Anticipated State Statutory Changes

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

Impact of Local Government Requirements

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

I. Self-Evaluation

Agency Opportunities

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

Promoting the Economic Benefits of Historic Preservation

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

The Texas Historic Courthouse Preservation Program (THCPP) illustrates the impact historic preservation can have on the local and state economy. To date, THC staff has assisted 83 county courthouses in their restoration and preservation. The THCPP has generated more than \$150 million in local direct and indirect expenditures from participating counties. Nearly \$227 million has been awarded to historic county courthouses for preservation work, which has generated more than 8,579 jobs, \$238,370,081 in income, and \$325,274,262 in gross state product. The estimated current need to restore courthouses that submitted approved master plans is approximately \$250 million in state funds. The THCPP requires an appropriate level of consistent and long-term funding to maximize the benefits of the state funds expended.

Public Educating and Training

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

The THC has an important partner in CHCs for advancing historic preservation efforts at the local level. Required by the Texas Local Government Code and part of the county government structure, CHCs are required to review and recommend marker applications to the THC. They can also carry out local surveys, monitor designated properties, and educate their county about preservation issues and methods. Several CHCs are models for activity and partnership with THC services, but many CHCs struggle with their responsibilities and lack a broad and representative membership. Working to create knowledgeable and engaged CHCs whose members represent diverse populations and interests throughout each county is a big opportunity for the agency. We realize that if we strengthen this structure for preservation at the local level, every program and service we offer will be more effective, and we will enhance our ability to reach a greater number of our constituents. The County Historical Commission Outreach Program was initiated in 2008. With the recent staff reductions, this program consists of only one staff person.

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

Texas Historic Roads and Highways Program and the Bankhead Highway

In 2009, House Bill 2642 established the Texas Historic Roads and Highways Program, the goal of which is to identify, designate, interpret, and market historic roads and highways in Texas. The THC and the Texas Department of Transportation (TxDOT) have entered into an agreement to administer projects relating to this program. The first project under the Texas Historic Roads and Highways Program focuses on the historic Bankhead Highway, a coast-to-coast roadway established in 1916. The Texas Legislature designated the Texas portion of the Bankhead Highway as a Texas Historic Highway in 2009. Using Federal Transportation Enhancement funds in the amount of approximately \$1,380,000, the THC and TxDOT will coordinate to produce several products: a historic context for Texas highways statewide, upgrades to the THC online Atlas that will assist in documentation of historic resources in linear corridors, a cultural resources survey of much of the Bankhead Highway, and interpretation measures such as an online portal that will provide valuable heritage tourism information. When complete, the historic context will outline the types of historic roadways found in Texas and will help guide future research and documentation efforts. The survey of the Bankhead Highway will include field documentation of highway-related resources, historic research, and production of a survey report with recommendations. Both the historic context and the Bankhead Highway survey will be created by a cultural resource management firm under contract with the THC.

Strengthening Penalties for Violations

Archeologists estimate that thousands of sites are damaged or destroyed by archeological looting each year. Section 191.171 of the Antiquities Code states the penalty for vandalism as a misdemeanor crime, which has proven difficult to enforce due to criminal penalties adjudicated at the local level, as well as lack of law enforcement awareness about the Antiquities Code.

Historic cemeteries are more than just monuments to our ancestors—they are among the most valuable of historic resources, revealing information about historic events, religion, lifestyles, craftsmanship, and genealogy. Desecration of graves, vandalism, and theft of historic cemetery elements such as gravemarkers, urns, decorative fencing, and sculpture is becoming increasingly common in Texas. These elements are typically sold as garden and décor items in antique stores, or sold for scrap. Irreversible damage also occurs when livestock are allowed to graze through unfenced cemeteries, destroying gravemarkers and eliminating evidence of burials resulting in unmarked graves. Development and land-use changes put historic cemeteries, whether marked or not, in a perilous position. Historic cemeteries are irreplaceable cultural resources and each of these illegal activities results in a permanent loss of context. Without penalties for these violations, destruction will continue and entire cemeteries could be lost forever.

Agency Characteristics Requiring Improvement

The following areas have been identified for improvement:

Survey and Inventory

The THC is a primary resource for learning about historic places in Texas; however, we lack basic information about historic resources throughout the state to do our jobs effectively and efficiently. Our current inventory contains more than 300,000 sites in Texas. However, with 90 percent of archeological resources located on private land and one-third of the counties in Texas represented in our inventory, there are large gaps of information about existing resources. A survey is the first step in most of our programs, including federal and state-mandated reviews, as well as programs that are proven catalysts for economic development. Having a comprehensive inventory of historic resources that is continually maintained, updated and accessible to the public via the Internet, would enable us—as well as federal, state, and local governments and organizations—to be proactive about using historic resources as tools for proven revitalization and economic development. The agency recently hired a survey coordinator to manage survey efforts and data.

Financial Grants for Historic Preservation

Just as our constituents require knowledge and tools, they also require financial resources for successful historic preservation efforts. The THC has been an important source of funds for preservation projects, and in all cases we require a monetary or in-kind local match, making the investment in preservation go that much further. The agency has suspended many of its grant programs, including the TPTE, due to the budget cuts. Money that was once used to support financial assistance for public preservation projects is now being used for agency operations.

Fair Pay

Fair pay for THC staff has been a documented source of concern for the agency since 1998, the first year the agency completed the Survey of Employee Engagement. More than 80 percent of THC staff are paid below mid-range for their job classifications. Pay doesn't keep pace with cost of living, cost of benefits, or basic inflation; it is not competitive with similar positions at other state agencies, local governments, or the private sector; it is difficult to recruit qualified professionals with current salary structure; and a limited career ladder or opportunity for promotion exists at the agency. The agency must improve its salary structure to be more competitive with similar state positions and the private sector or we risk losing talented professionals. Fair pay affects the overall morale of staff and influences many aspects of job satisfaction.

Diversity

We believe the agency must recognize the changing face of Texas and strive to meet the service demands of all people. The agency must ensure that programs reflect the needs and interests of all Texans, introduce more programs that address ethnic history, and continue to monitor and respond to changes in state demographic patterns. We must also strive to represent the state's demographic makeup in our staff. We currently lack a representative number of African-American and Hispanic employees. The agency has made progress in this arena over the past several years, but much remains to be done.

Key Obstacles

The following areas have been identified as key obstacles:

Budget

The agency's current budget does not meet the needs of baseline operations. The effects of a 50 percent budget -reduction and the loss of 45 staff members severely hamper the agency's ability to provide essential public services and federally and state mandated activities. The budget continues to be a complicating factor in our ability to operate effectively and provide needed public services.

One solution to the imposed budgetary cuts was the authorization to use the money from the Texas Preservation Trust Fund to support essential staff positions. The Preservation Trust Fund is a corpus dedicated to providing grants to the public to support historic preservation projects across the state. The legislature enabled the THC to use half of the corpus to support operations in FY 2012–13. If the agency is required to use the Preservation Trust Fund to pay for essential positions in FY 2014–15, we will exhaust the fund. If the fund is exhausted, we lose that source of revenue for supporting basic operations and we also lose an important grant program supporting public historic preservation projects.

While we are not a large state agency, we rely on many different revenue streams to meet our most basic service mandates. Each year, we lose a portion of our general operating revenue to longevity pay and state-mandated salary increases to employees paid through federal funds. We are forced to take this money away from important services in order to meet budget. Because several programs rely on interagency contracts that are structured as reimbursements, we have to use general revenue to pay expenses that are then reimbursed past the point of adequate cash flow.

Technology

The THC has made inroads into bridging the technology gap that has existed at the agency for many years, but that gap continues to impact our ability to promote heritage destinations, increase the public's access to preservation services, and raise our staff's overall efficiency levels. We have inadequate and outdated computer equipment and infrastructure, as well as limited information resource staff. While we are diligent in explaining our services on our website and have more than 1,000 pages of information and forms available, we would also realize immediate efficiency advances through online interactive forms, as well as providing tutorials and toolkits via the Internet. Because of the large geographic size of our state in relation to the limited number of staff at the THC, as well as the physical storage limitations of our buildings, we must make advances in the virtual world of service delivery and electronic file storage in order to truly streamline our functions and simplify our services to the public. The THC's technology gap continues to impair our ability to engage our constituents, keeping them well informed and active in preservation efforts.

Lack of Public Awareness

The public's lack of awareness of historic preservation as a proven economic catalyst and Texans' lack of awareness of quality heritage destinations and experiences is another significant obstacle. Historic preservation is a powerful economic development tool that has resulted in billions of dollars reinvested directly into local communities and the Texas economy. For rural communities, the Texas Main Street Program, the Texas Heritage Trails Program, and the Texas Historic Courthouse Preservation Program are critical initiatives for bringing people, business, and money into their economies. It is important for us to look into directing resources toward promoting our many programs, especially over the Internet, where communities can learn about and access these tools for economic development.

J. Working with our Partners to Achieve Success

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

Our main partners include:

Federal Government

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

State Government

The agency maintains a strong network of partners among numerous state agencies. For example, staff from TxDOT work closely with the agency to protect archeological resources, research significant properties, and prepare archeological reports. Agencies that manage public lands, such as Texas Parks and Wildlife Department (TPWD), the General Land Office, and TxDOT have signed memorandums of agreement with the THC to ensure that prehistoric and historic resources on their lands are protected. An interagency council composed of representatives from the Governor's Office of Economic Development and Tourism, Texas Department of Agriculture, Governor's Office of Budget and Planning, and the Legislative Budget Board meets regularly to assess applications for participation in the Texas Main Street Program. A memorandum of understanding between the THC, Governor's Office of Economic Development and Tourism, TxDOT, the Texas Commission on the Arts, and TPWD has been developed to promote tourism across the state. It is the THC's aim to continue to develop strong relationships with as many state agencies as possible so that resources may be shared, overlaps are eliminated, and the level of service is improved for all Texans.

County Government and County Historical Commissions

County governments have responded very favorably to the implementation of the Texas Historic Courthouse Preservation Program. Counties have matched THCPP grants with over \$150 million of their own money, and the agency works very closely with county judges, commissioners and staff. One of the agency's greatest opportunities is a network of county historical commissions (CHC), who work to preserve our heritage on a regular basis. CHCs exist as an arm of county government, and are an invaluable link in the state's preservation network, as they often can provide the expertise and guidance needed at the local level to produce positive results.

Local Government

Local governments are a priority partner of the THC and special attention is given to CHCs, local landmark commissions, participating Main Street cities, and Certified Local Governments (CLG). The CLG Program ensures local communities are empowered and working to develop strong local preservation programs. There are 65 CLGs in Texas, and at least 10 percent of Texas' federal appropriation is channeled as matching grants to the local governments involved in this program.

Texas Main Street Cities

Since 1981, there have been 160 Texas communities and neighborhood commercial districts that have participated with the THC through the Texas Main Street Program. There are currently 84 actively designated Texas Main Street cities. Officially designated communities receive technical expertise, site visits, design assistance, and other professional assistance while they are actively designated. The economic health of many of these communities has significantly improved as a result of the Texas Main Street Program, and many have become popular tourist attractions. By adopting good historic preservation methods and sound economic development techniques, the Texas Main Street Program has generated more than \$2.4 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts.

Private Sector

In the private sector, we seek partnerships with the development industry to promote the use of federal tax credits to rehabilitate income-producing properties. In FY 2011, the private investment generated by the Rehabilitation Tax Credit Program in Texas totaled more than \$80 million. The advantages of the program are twofold: the tax incentive prompts investors to participate in the program, thereby bolstering the economy, and properties of historical significance are preserved for generations to come. Our partnership with the state's private landowners is another relationship that the agency continues to develop. Because the vast majority of archeological sites in Texas are on private land, the agency seeks to protect important sites through donation or the granting of conservation easements, either to the THC or other conservancy institutions. In the next few years, the agency will work to strengthen this partnership by sharing information concerning tax incentives for landowners who maintain and protect significant sites on their properties. Finally, partnerships with local preservation groups further the goals of historic preservation. Through the Texas Archeology Month program, for example, local groups are given much-needed assistance and educational materials for their special preservation observances each October.

Private Nonprofit Groups

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

Friends of the Texas Historical Commission

The Friends of the Texas Historical Commission, (Friends) is a private tax exempt nonprofit organization classified as a 501c3 and 509a1 organization in the Internal Revenue Code, which serves as the agency's foundation. Governed by a volunteer Board of Trustees, its purpose is to encourage philanthropic support of agency initiatives, allowing the agency to work at a higher level of excellence than the state budget provides. The Friends actively partners with individuals, foundations, other government agencies, corporations, and other nonprofit organizations to provide additional resources for the agency's programs and projects.

In addition to raising money to benefit THC, the Friends manage assets for the agency. As of the last audited financial report dated August 31, 2011, the Friends currently manages \$413,088 in temporarily restricted funds, which are grants awarded for special projects or donations to benefit specific divisions or programs of the THC. It manages \$379,239 in unrestricted assets to serve as matching funds for grant-funded programs, benefit areas of critical need, or spend on strategic yet underfunded initiatives. It also manages a small endowment totaling \$187,543 in restricted assets for the long term benefit of specific THC programs.

Friends manage the Diversity Internship program for the THC, which received an unprecedented 31 applications for the summer 2012 cycle. These prestigious awards help launch careers in historic preservation for students of diverse cultural backgrounds. One undergraduate and one graduate student will enhance their learning experience in preservation this summer through a mentored internship program in archeology, historical markers, and historic sites. Additionally, the French Heritage Society invited the Friends of the THC to participate in their student cultural exchange program. The Society will sponsor a graduate student in preservation from the prestigious École d' Louvre to work for eight weeks in the THC's Historic Sites Division.

Due to instability of the THC during the 82nd Legislature, grant funding for special projects has slowed. With the potential loss of project managers among the THC staff, new special projects seeking private support were not brought forth during this time.

Several important funding partnerships continued, however, including:

- The Texas Land & Title Association sponsored the THC's annual Historic Courthouse Stewardship Workshops in May 2012.
- The Independent Banker's Association of Texas sponsored another successful First Lady's Texas Treasures Tour.
- The National Park Service awarded a third grant to conduct an archeological survey at the WWII-era Crystal City Japanese Internment Center.
- The General Land Office facilitated a \$200,000 donation from American Eagle Tanker to support conservation projects at the Sabine Pass Battlefield.

Generous support from federal sources and the private sector allowed the Friends to maintain its programming and financial stability—and even to thrive—in a year that was enormously challenging due to the press surrounding the budget cuts to the agency. The Friends is in the early phase of a strategic planning process to fine tune the case for support and to solidify the infrastructure needs for the Friends to expand its fundraising into major gifts and planned giving opportunities for the long term benefit of the THC.

V. GOALS

Goals of the Statewide Historic Preservation Plan

The THC's strategic plan is guided by the goals of *Preservation Connection: Texas' Statewide Historic Preservation Plan*. This is a federally mandated 10-year plan that the agency developed in collaboration with thousands of preservation stakeholders across Texas. The plan can be accessed at www.preservationconnection.com. The agency actively works to achieve these goals through our programs, services and working in collaboration with our partners.

Goal 1: Survey and Online Inventory

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

Goal 2: Emphasize Cultural Landscapes

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

Goal 3: Implement Policies and Incentives

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

Goal 4: Leverage Economic Development Tools

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

Goal 5: Learn and Experience History through Place

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

Goal 6: Connect Preservation to Related Fields

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

Goal 7: Cultivate Political Commitment

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

Goal 8: Build Capacity of Preservation Community

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

Agency Strategic Plan Goals

Goal A: Historic Preservation

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

Goal B: Indirect Administration

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

VI. OBJECTIVES, STRATEGIES, AND PERFORMANCE MEASURES

Goal A: Historic Preservation

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

Objective A.1: Protect and Preserve Historic Resources

Provide leadership, technical expertise, and assistance to advance and support the protection and preservation of significant historic and archeological resources.

This objective and following measures work to achieve Statewide Plan Goal 2: Emphasize Cultural Landscapes and Statewide Plan Goal 3: Implement Policies and Incentives.

Outcome Measures:

Number of properties designated annually

Percent of courthouses fully restored/rehabilitated

Percent eligible courthouses protected by preservation easements

Number of Section 106/federal and Antiquities Code reviews

Private dollars reinvested in existing commercial buildings through rehabilitation tax incentives

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:

Number of historic properties provided assistance, monitoring, and reviews

Efficiency Measure:

Average cost per property assisted

Strategy A.1.2: Texas Preservation Trust Fund

Provide financial assistance through the Texas Preservation Trust Fund (TPTF) for critical preservation projects.

Output Measure:

Number of TPTF grants awarded

Average TPTF grant amount awarded

Strategy A.1.3: 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 Measures:

Number of construction projects reviewed for archeological impact

Number of volunteer archeological site protection efforts directed

Efficiency Measures:

Percentage of construction projects reviewed in less than 30 days

Strategy A.1.4: Courthouse Preservation

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

Output Measures:

Number of THCPP grants awarded
Number of master plans approved

Efficiency Measure:

Cost per courthouse grant awarded

Objective A.2: Economic Development, Tourism, and Education

Contribute to the economic vitality and livability of Texas communities by using historic places for economic development, tourism, and heritage education.

This objective and following measures work to achieve Statewide Plan Goal 4: Leverage Economic Development Tools and Goal 5: Learn and Experience History through Place.

Outcome Measures:

Dollars reinvested in Main Street Central Business Districts
Percentage of state historic sites maintenance and minor repair projects completed

Strategy 2.1: Development Assistance

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

Output Measures:

Number of properties and sites assisted
Number of technical assists provided to public, private, and nonprofit entities

Strategy 2.2: Operation and Maintenance of Historic Sites

Operation and maintenance of historic sites.

Output Measure:

Number of state historic sites maintenance and minor repair projects completed
Number served by state historic sites and interpretive programs

Objective A.3: Identify and Evaluate Historic Resources

Lead the effort to identify, evaluate, and interpret historic and archeological resources across the state, and be the portal to a dynamic statewide inventory accessible to stakeholders.

This objective and following measures work to achieve Statewide Plan Goal 1: Survey and Online Inventory.

Outcome Measures:

Number of properties identified and recorded

Strategy 3.1: Programs for Historic Resource Identification, Evaluation & Interpretation

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

Output Measure:

Number of sites, properties, and other historical resources evaluated

Efficiency Measure:

Average cost per site, property, or historical resource evaluated

Objective A.4: Train and Educate Preservation Community

Leverage our expert, value-added services to train and educate the current and future preservation community in Texas.

This objective and following measures work to achieve Statewide Plan Goal 6: Connect Preservation to Related Fields; Goal 7: Cultivate Political Commitment; and Goal 8: Build Capacity of Preservation Community.

Outcome Measures:

Number of individuals provided training and assistance in historic and archeological preservation

Number of promotional materials distributed

Goal B: Indirect Administration

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

Objective B.1: Survey of Employee Engagement

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

Objective B.2: Customer Service

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

Objective B.3: Historically Underutilized Businesses

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

Outcome Measures:

Percentage of change in score for target areas of the SEE

Percentage of surveyed customers expressing overall satisfaction with services rendered

Percentage of total dollar value of purchasing and public works contracts and subcontracts awards to HUBs

Percentage of EEO population targets at agency

Percentage of recommendations implemented within 180 days of audit approval

VII. TECHNOLOGY RESOURCE PLANNING

Technology Initiative Assessment and Alignment

- 1. Initiative Name:** Texas Historic Sites Atlas Improvements
- 2. Initiative Description:** The Texas Historic Sites Atlas is a Web application that provides access to historic property and archeological site data. It is used by planners in state and federal agencies and their contractors, and is also accessible by the general public. It currently uses the Microsoft ASP platform, and much of the supporting code is in Perl. It will be rewritten in C++ on the Microsoft Dot Net platform. Spatial data is displayed using ESRI ArcGIS, and this part of the application will also be updated. As part of this effort, we will also develop new, and improve existing, internal applications and procedures for the entry and management of this data.
- 3. Associated Project(s):** None
- 4. Agency Objective(s):** Objective 3: Lead the effort to identify and evaluate historic and prehistoric resources across the state and be the portal to a dynamic statewide inventory accessible to stakeholders.
- 5. Statewide Technology Priority(ies):** This initiative aligns with P2-Data Management, P3-Data Sharing, and P5-Legacy Applications.
- 6. Guiding Principles:** This initiative addresses all four of the statewide technology guiding principles—Connect, Innovate, Trust and Deliver. It will improve the general public's connection to essential data on historic and cultural resources (Connect). It is leveraging a solution across agencies, as this work is being accomplished in coordination with Texas Department of Transportation, and will benefit users of the data who are state and federal agencies (Innovate). It will provide greater accessibility to data that the THC manages (Trust). Lastly, it will help THC staff and the staff at other state agencies stay connected to current data, making their functions more efficient (Deliver).
- 7. Anticipated Benefit(s):** The THC is required by law to maintain a register of the state's historic resources, and the Atlas fulfills this function. The planned improvements will implement many new features that have been requested by both citizens and professional users of the Atlas, and should improve customer satisfaction. Security scans have revealed a number of vulnerabilities in the current Atlas application. The new platform is inherently more secure, and the vulnerabilities will be addressed during development.
- 8. Capabilities or Barriers:** Funding is the primary barrier to the successful implementation of this initiative. There are no appropriated funds available. The THC has identified a possible source of funding through Texas Department of Transportation (a major user of the Atlas), but as of this writing, the funding has yet to materialize. Staffing within the agency's FTE cap is another potential barrier.

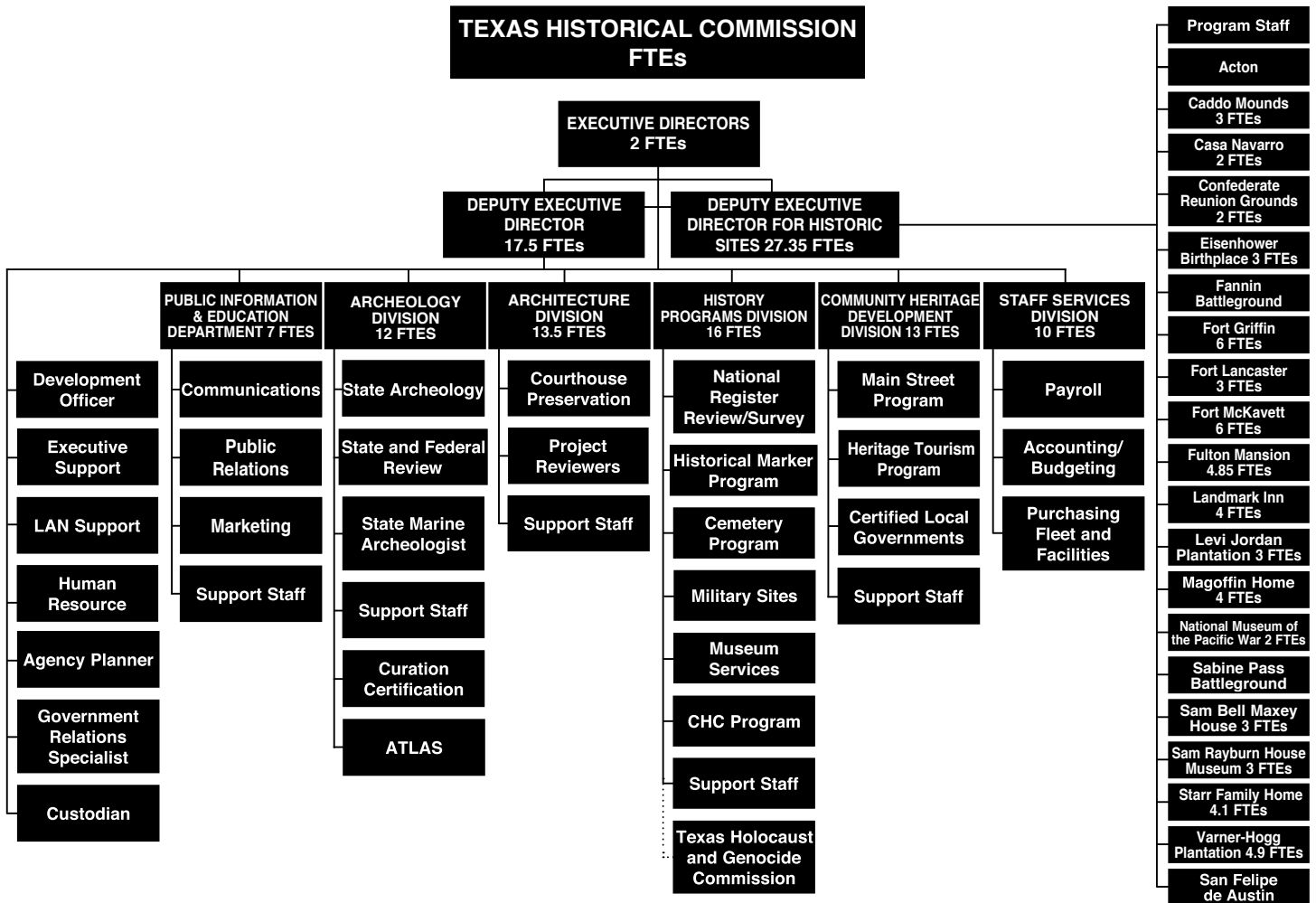
VIII. APPENDICES

Appendix A: Description of Agency's Planning Process

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

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

Appendix B: Current Organizational Chart



Appendix C: Five-Year Outcome Projections

OUTCOME	2013	2014	2015	2016	2017
Number of properties designated annually	3,385	3,900	3,900	4,000	4,000
Number of properties identified and recorded	13,162	11,360	9,360	9,360	9,360
Number of Section 106/federal undertaking and Antiquities Code reviews	17,550	17,550	17,550	17,550	17,550
Number of individuals provided training and assistance in historic and archeological preservation	33,000	33,000	33,000	33,000	33,000
Number of Materials Distributed	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Percentage of eligible courthouses fully restored or rehabilitated	22.95%	23.98%	24.80%	25.40%	26.51%
Percentage of eligible historic courthouses that are protected by preservation easements held by the THC	34.02%	34.55%	34.55%	35.08%	34.94%
Percentage of State Historic Sites Maintenance and Minor Repair Projects Completed	90%	90%	90%	90%	90%
Private Money Reinvested in Commercial Buildings by Rehab Tax Incentives	\$186.3 Million	\$150.0 Million	\$150.0 Million	\$150.0 Million	\$150.0 Million
Dollar reinvestment in physical improvements from public and private sources in Texas Main Street Central Business Districts	\$105.0 Million	\$110.0 Million	\$115.0 Million	\$120.0 Million	\$125.0 Million
Composite score of target areas on the Survey of Employee Engagement	375	380	380	385	385
Percentage of surveyed customer respondents expressing overall satisfaction with services received	89.5%	90%	90%	90%	90%

Appendix D: Measure Definitions

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

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

Calculation Method: N
Key Measure: Y
New Measure: N
Target Attainment: H
Priority: M
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01 OC 01

BL 2014 Definition

Number of properties designated annually.

BL 2014 Data Limitations

There are no data limitations for this measure.

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No.	2	Private \$ Reinvested in Commercial Buildings by Rehab Tax Incentives

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percent Measure: N

Cross Reference: Agy 808 082-R-S70-1 01-01-01 EX 01

BL 2014 Definition

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

BL 2014 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 are typically lower during downturns in the economy and in particular the real estate market. The willingness of property owners/developers to make such investments and their ability to secure project funding can be a limitation in utilizing the historic preservation tax incentive program. The Historic Preservation Tax Incentives program, however, remains an outstanding means of leveraging private investment in the adaptive use and preservation of historic buildings. The program continues to be a major stimulus for economic recovery in older communities throughout Texas and the nation even during such downturns.

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No.	3	Number of Section 106/Antiquities Code Reviews

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

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 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: **Historical Commission**

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No.	4	# Provided Training/Assistance in Historic/Archeological Preservation

Calculation Method: N
Key Measure: Y
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01 OC 02

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 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 profomas; training, workshops and presentations; archeological stewards' semi-annual reports, and other volunteers' reports for performance measures purposes. Actual conference or workshop registration lists or participant head counts are made by staff members in attendance and are used to derive this number.

BL 2014 Methodology

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

BL 2014 Purpose

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

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No.	5	Percent Courthouses Fully Restored/Rehabilitated

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: Y
Cross Reference: Agy 808 082-R-S70-1 01-01 OC 03

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No. 6 % Eligible Courthouses Protected by Preservation Easements

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: Y
Cross Reference: Agy 808 082-R-S70-1 01-01 OC 04

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No.	7	% of Historic Sites Maintenance and Minor Repair Projects Completed

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: Y
Cross Reference: Agy 808 082-R-S70-1 01-01 OC 05

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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

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

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

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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

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

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-02 OC 01

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 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.

BL 2014 Purpose

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

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

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

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

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

The number of archeological sites added to the Texas Historic Sites Atlas are compiled electronically from the Texas Historic Sites Atlas computer database. Staff log number of properties reviewed for NR eligibility, CLG and community surveys; a monthly/quarterly report tracked on a computer database for Section 106 review; Part I reviews tracked on a computer database; Historic Texas Cemetery Designation evaluations tracked on a computer database; monthly reports of site visits. The numbers collected will be manually added by staff.

BL 2014 Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 1 Property Rehabilitation/Preservation Technical Assistance
Measure Type EF
Measure No. 1 Average Cost Per Property Assisted

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: L
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-01 EF 01

BL 2014 Definition

Measure indicates administrative cost per property assisted.

BL 2014 Data Limitations

None.

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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

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

Calculation Method: C
Key Measure: Y
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-01 OP 01

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

Source of data is from departmental quarterly work log reports.

BL 2014 Methodology

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

BL 2014 Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No.	2	Provide Financial Assistance through the Preservation Trust Fund
Measure Type	OP	
Measure No.	1	Number Preservation Trust Fund Grants Awarded

Calculation Method: C
Key Measure: Y
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-02 OP 01

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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Agency Code: **808**
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	Provide Financial Assistance through the Preservation Trust Fund
Measure Type	OP	
Measure No.	2	Average Preservation Trust Fund Grant Amount Awarded

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: H
Priority: L
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-02 OP 02

BL 2014 Definition

This is the average PTF grant amount awarded.

BL 2014 Data Limitations

None.

BL 2014 Data Source

Grant amounts awarded are tracked on the grant program database.

BL 2014 Methodology

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

BL 2014 Purpose

This measure indicates the average grant amount awarded to grant 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
Strategy No.	3	Archeological Protection through Reviews, Outreach & Other Programs
Measure Type	EF	
Measure No.	1	Percent of Construction Projects Reviewed in Less Than 30 Days

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: Y
Cross Reference: Agy 808 082-R-S70-1 01-01-03 EF 01

BL 2014 Definition

Percent of construction projects reviewed in less than 30 days.

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No.	3	Archeological Protection through Reviews, Outreach & Other Programs
Measure Type	OP	
Measure No.	1	Number of Construction Projects Reviewed

Calculation Method: C
Key Measure: Y
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-03 OP 01

BL 2014 Definition

Number of construction projects reviewed.

BL 2014 Data Limitations

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

BL 2014 Data Source

This number is taken directly from the project review computer database statistics report, compiled and maintained by the THC staff, which tracks:

- (1) Texas projects that are federally funded/permitted requiring review under Section 106 of the National Historic Preservation Act.
- (2) Projects on public lands requiring review under the Texas Antiquities Code.

BL 2014 Methodology

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

BL 2014 Purpose

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

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No.	3	Archeological Protection through Reviews, Outreach & Other Programs
Measure Type	OP	
Measure No.	2	Number of Volunteer Archeological Site Protection Efforts Directed

Calculation Method: C
Key Measure: N
New Measure: N
Target Attainment: H
Priority: M
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-03 OP 02

BL 2014 Definition

Number of volunteer archeological site protection efforts directed.

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 4 Courthouse Preservation Assistance
Measure Type EF
Measure No. 1 Cost Per Courthouse Grant Awarded

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: L
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-05 EF 01

BL 2014 Definition

Measure will indicate administrative cost per grant awarded.

BL 2014 Data Limitations

None.

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 4 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
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-05 OP 01

BL 2014 Definition

This measure indicates the number of grants awarded.

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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Agency 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 Courthouse Preservation Assistance
Measure Type OP
Measure No. 2 # of Master Plans Approved

Calculation Method: C
Key Measure: N
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-05 OP 02

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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

Calculation Method: C
Key Measure: N
New Measure: N
Target Attainment: H
Priority: H
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-06 OP 01

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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Agency: **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 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
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-06 OP 02

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 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. 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
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-02-01 OP 01

BL 2014 Definition

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

BL 2014 Data Limitations

None.

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 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
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-02-01 OP 02

BL 2014 Definition

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

BL 2014 Data Limitations

None.

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

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

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Agency 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	Prog for Historic Resource Identification, Evaluation & Interpretation
Measure Type	EF	
Measure No.	1	Cost Per Historic Resource Evaluated

Calculation Method: N
Key Measure: N
New Measure: N
Target Attainment: L
Priority: L
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-04 EF 01

BL 2014 Definition

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

BL 2014 Data Limitations

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

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

Shows the cost efficiency with which historic resources are evaluated.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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

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

Calculation Method: C
Key Measure: Y
New Measure: N
Target Attainment: H
Priority: M
Percent Measure: N
Cross Reference: Agy 808 082-R-S70-1 01-01-04 OP 01

BL 2014 Definition

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

BL 2014 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. Does not allow for informal evaluations or evaluations as part of other programs that may arise after definitions are established.

BL 2014 Data Source

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

BL 2014 Methodology

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

BL 2014 Purpose

Preserve the state's historic landmarks.

Appendix E: Workforce Plan

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 17 citizen members appointed by the governor to staggered six-year terms. The agency is authorized for 176.2 FTEs who work in various fields, including archeology, architecture, history, economic development, heritage tourism, historic site administration, communications, and urban planning.

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

Agency's Mission, Goals, and Objectives

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

Goal A: Historic Preservation

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

Objective 1: Protect and Preserve Historic Resources

Provide leadership, technical expertise, and assistance to advance and support the protection and preservation of significant historic and archeological resources.

Objective 2: Economic Development, Tourism, and Education

Contribute to the economic vitality and livability of Texas communities by using historic places for economic development, tourism, and heritage education.

Objective 3: Identify and Evaluate Historic Resources

Lead the effort to identify, evaluate, and interpret historic and prehistoric resources across the state, and be the portal to a dynamic statewide inventory accessible to stakeholders.

Objective 4: Train and Educate Preservation Community

Leverage our expert, value-added services to train and educate the current and future preservation community in Texas.

Goal B: Indirect Administration

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

Objective 1: Survey of Employee Engagement

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

Objective 2: Customer Service

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

Objective 3: Historically Underutilized Businesses

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

Anticipated Changes to the Mission, Goals, and Strategies

The THC anticipates making changes to the mission, strategies, and goals of the agency over the next five years. Because of budget and staff reduction, the THC will need to closely examine its priorities, programs, and services. The agency continues to attempt making changes to its goals and budget structure elements, in order to convey the direction of the agency in a clear, meaningful manner. The THC collaborated with the Legislative Budget Board and the Governor's Office to revise a number of its budget structure elements for the 2014–15 biennium, and will continue to work to develop the most effective changes to the agency's mission, goals, and strategies.

Business Functions

The THC consists of seven divisions with multiple preservation-related programs. The staff delivers many of its services to constituents using a regional approach that covers every county in the state. Each of these six regions has at least one THC staff representative with expertise in archeology, architecture, history, economic development, heritage tourism, public administration, or urban planning. The THC does not anticipate any major changes to the organizational structure in the next five years; however, the agency may add or delete programs within a division based on program outcomes, sustainability, changes in public demand, and funding levels.

- 1. Architecture Division:** The Architecture Division provides financial and technical assistance through the Texas Historic Courthouse Preservation Program for critical historic courthouse preservation projects, assists with the administration of the Texas Preservation Trust Fund, and provides regulatory and advisory reviews of historical structures and sites.
- 2. Archeology Division:** The Archeology Division protects Texas' diverse archeological heritage through state and federally mandated cultural resource reviews, historic property management programs, underwater archeology, the Historic Sites Atlas program, volunteer efforts, and public outreach.
- 3. Community Heritage Development Division:** The Community Heritage Development Division provides 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, and advancement of local policy for preservation through the Certified Local Government programs.
- 4. Historic Sites Division:** The Historic Sites Division administers the agency's 20 state historic sites located around the state. The division is responsible for daily visitation, rehabilitation, and interpretation of these sites.
- 5. History Programs Division:** The History Programs Division provides information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources.
- 6. Staff Services Division:** The Staff Services Division is responsible for accounting, budgeting, purchasing, car fleet maintenance, and human resources for the agency.
- 7. Administration Division:** The Administration Division serves the entire agency and preservation public through effective leadership, planning, and management. This division oversees the Public Information and Education Department, which is responsible for communications, marketing, web design and maintenance, printing, and public relations.

Economic Factors Affecting the Agency

A direct correlation exists between the increase in population and the demand for preservation services relating to new residential construction, commercial development, and transportation projects. Development and construction projects in metropolitan areas will impact existing archeological and historic sites and structures. THC staff is called upon to review all federally funded projects for their impact on historic and cultural sites.

As the population increases, the state will witness a major demographic shift in race, ethnicity, and age. The agency currently appeals to an older, Anglo population. The THC must rise to the challenge of not only engaging a much more diverse public in historic preservation, but adjusting current programs to appeal to and be meaningful to the changing demographics. Personal income is a key correlative to the rehabilitation of historic structures. If the economy is good, it is more likely that building owners have the personal income to invest in historic building rehabilitation. If personal income is not available, many structures continue to deteriorate due to neglect and lack of investment.

The last economic factor affecting the agency is its ability to retain experienced staff. The continual loss of experienced staff to agencies and companies that pay better, along with the retirement of long-term staff, will continue to have a negative impact on the agency's ability to accomplish its goals.

Current Workforce Profile

The Texas Historical Commission has 176.2 authorized full time employees according to the General Appropriations Act. As of FY 2012, the agency had 169 full time employees including 16 part-time staff members. The current workforce is comprised of 41 percent males and 59 percent females. More than half of the THC staff is over the age of 40. More than 12 percent of the workforce can retire within the next five years.

LENGTH OF SERVICE	20–29 YEARS OF AGE	30–39 YEARS OF AGE	40–49 YEARS OF AGE	50–59 YEARS OF AGE	60–69 YEARS OF AGE	MORE THAN 70 YEARS OF AGE	TOTAL (Headcount)
Less than 5	10	21	13	23	7	1	75
5 to 10 years	4	17	16	8	5	3	53
11 to 15 years	0	6	7	6	1	0	20
16 to 20 years	0	0	10	4	1	0	15
21 to 25 years	0	0	1	10	0	0	11
26 years plus	0	0	0	7	4	0	11
Total FTEs	14	44	47	58	18	4	185

The largest age group percentage of employees in the agency is 50–59. This group comprises 31 percent of the agency staff.

AGE GROUP	HEADCOUNT	PERCENTAGE OF FTES
Under 30 years	14	8%
30–39 years	44	24%
40–49 years	47	25%
50–59 years	58	31%
60–69 years	18	10%
70 and over	4	2%
TOTAL	185	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, especially in the area of officials/administrators. The agency has completed a diversity plan focused on recruiting, retaining, and developing a diverse workforce that reflects the state's population.

PERCENTAGE OF MINORITIES IN AGENCY'S TOTAL WORK FORCE			
(as reported April 30, 2012)			
	Total Positions (Headcount)	Number Minority (Headcount)	Percent Minority
Officials/Administrators	7	1	14%
Administrative Support	30	8	27%
Service/Maintenance	28	8	29%
Professionals	84	6	7%
Para-Professional	35	11	32%
Protective Services	0	0	0
Skilled Craft	1	0	0
Technicians	0	0	0
TOTAL	185	34	18%

Employee Turnover

The agency turnover rate of 23 percent reflects a mandatory reduction in force of 45 FTEs. When asked why staff members voluntarily leave the agency, the answer is predominately for better salaries or a more advanced position in the private sector. Low salaries and a lack of a career ladder at the agency have made it difficult to retain competent staff.

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

The greatest challenge the agency faces in recruitment of skilled staff is providing salaries that can compete with not just private industry, but other state agencies with similar positions. Many of the applicants for jobs have graduate and post-graduate degrees. These individuals are highly sought after by the private industry, making them difficult to recruit and retain.

Workforce Skills

Agency staff must currently have the ability to:

- Conduct research
- Apply relevant federal and state rules, regulations, and statutes
- Draft clear and concise reports and correspondence
- Communicate effectively
- Coordinate projects for timely completion
- Establish and meet goals and objectives
- Evaluate architecture plans and designs
- Develop interior design plans
- Develop preservation plans
- Perform archeological digs, analysis, research, conservation, and reports
- Administer state historic sites
- Speak in public
- Perform Section 106 site reviews for historical significance
- Coordinate local entities with regard to preservation
- Develop heritage tourism trail regions
- Develop brochures, newsletters, and electronic media
- Maintain the Atlas database of historic sites
- Develop Legislative Appropriation Requests, financial reports, and operating budget
- 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 and trail region development
- Zoning, preservation ordinances, and incentives
- Graphic design and production
- Communications and public relations
- Web development and maintenance
- Section 106 review process and standards
- Agency budget, state accounting, purchasing, and financial reporting
- Human resource procedures and applications

Future Workforce Profile

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

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

A second concern is the growth of technology and the demand for online services and information. The agency currently operates with a limited information technology (IT) staff and struggles to keep up with maintaining a website and servicing the internal IT demands of the agency. The THC must expand its IT staff or have access to funding to contract for services, as well as ensure that existing and future staff are well-trained and competent in computer technology.

Expected Workforce Changes

The THC continues to attempt to attract knowledgeable and experienced staff that reflects the diversity of Texas' population. The THC expects an employee to reach knowledge maturity at the 5th year of service. Because of the existence of this significant learning curve, it is critical to retain long-term employees. Without pay increases, the agency could likely see more staff members leave to work in the private sector and/or other state agencies. Threats to further reduce the agency or to eliminate it entirely make it much more difficult to attract people willing to dedicate their professional careers to this agency or to public service in general.

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. Technological advances have made it possible for each employee to be more effective and efficient in performing their job functions.

Currently, workers have the necessary skills to meet the goals and objectives of the agency. Agency management will continue to analyze processes to determine the most cost-effective ways to accomplish the work at hand and meet the needs of customers. When necessary, staff will be reassigned to special projects to reach agency goals and objectives.

Future Workforce Skills Needed

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

Anticipated Surplus or Shortage of Workers or Skills

The turnover rate in the agency has caused a shortage of trained, professional staff. The agency will continue to hire 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 only job functions that will no longer be required are for special short-term projects and programs. For example, when the Archeology Division was excavating Fort St. Louis there was a need for additional field archeologists with skills in site excavation. Now that the excavation is complete, other skills are needed such as artifact analysis and conservation.

The agency's personnel are divided among occupational groups, primarily along strategic lines. Changes in agency responsibilities and external reporting requirements may alter the agency's needs over time. Since many of the staff members have a great deal of longevity with the agency, they have worked to fill identifiable skill gaps due to unfilled positions. In the future, however, the agency must fill these positions or employees will experience burnout. In summary:

- Current employees have critical skills that must be developed further.
- Key positions must be targeted for succession planning.
- Information technology and computer skills must continue to be developed further to enhance agency processes and procedures.
- Desired skill sets must continue to develop internally.

Succession Plan

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 will identify 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 to the organizational structure when deemed necessary.
- Retention programs will include staff development through ongoing training, and awards and recognition at agency-wide meetings. Given the agency's current budget, merit raises are not an option.
- Recruitment plans will include posting jobs in the newspaper, on the agency's website and the governor's job bank, contacting outlets that reach underrepresented EEO populations, participating in job fairs, and offering internships.
- Career development programs will include training for job skills, promotions from within, and cross-training skills.
- There will be discussion of future plans for retirement at annual performance evaluations and when possible, the person retiring will train staff assuming his or her duties.
- The agency will develop leaders within the organization by encouraging staff to attend leadership training, such as the governor's leadership program. Each year at least one staff member from each division will be selected to attend a leadership program. Additionally, staff will be encouraged to attend other leadership seminars and conferences.
- All staff members will receive training about the organization at the bi-monthly all-agency staff meetings.

Additional Considerations

The agency intends to fill vacant positions as soon as possible. A special emphasis will be placed on operating an agency attractive to knowledgeable and experienced potential staff members from underrepresented communities so as to better reflect the demographic makeup of the state. The agency will endeavor to promote staff from within whenever possible so as to reward staff members who exhibit leadership qualities, and develop appropriate career ladders. Success will be measured through positive results from the SEE, 360-degree evaluations, and annual performance evaluations.

Appendix F: 2012 Survey of Employee Engagement

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

In January, 2012 the staff of the THC completed the SEE. When the SEE report was released early March 2012, the executive director and deputy executive director met with each division director to discuss their divisional scores and take their recommendations for resolving negative issues identified in their divisions.

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

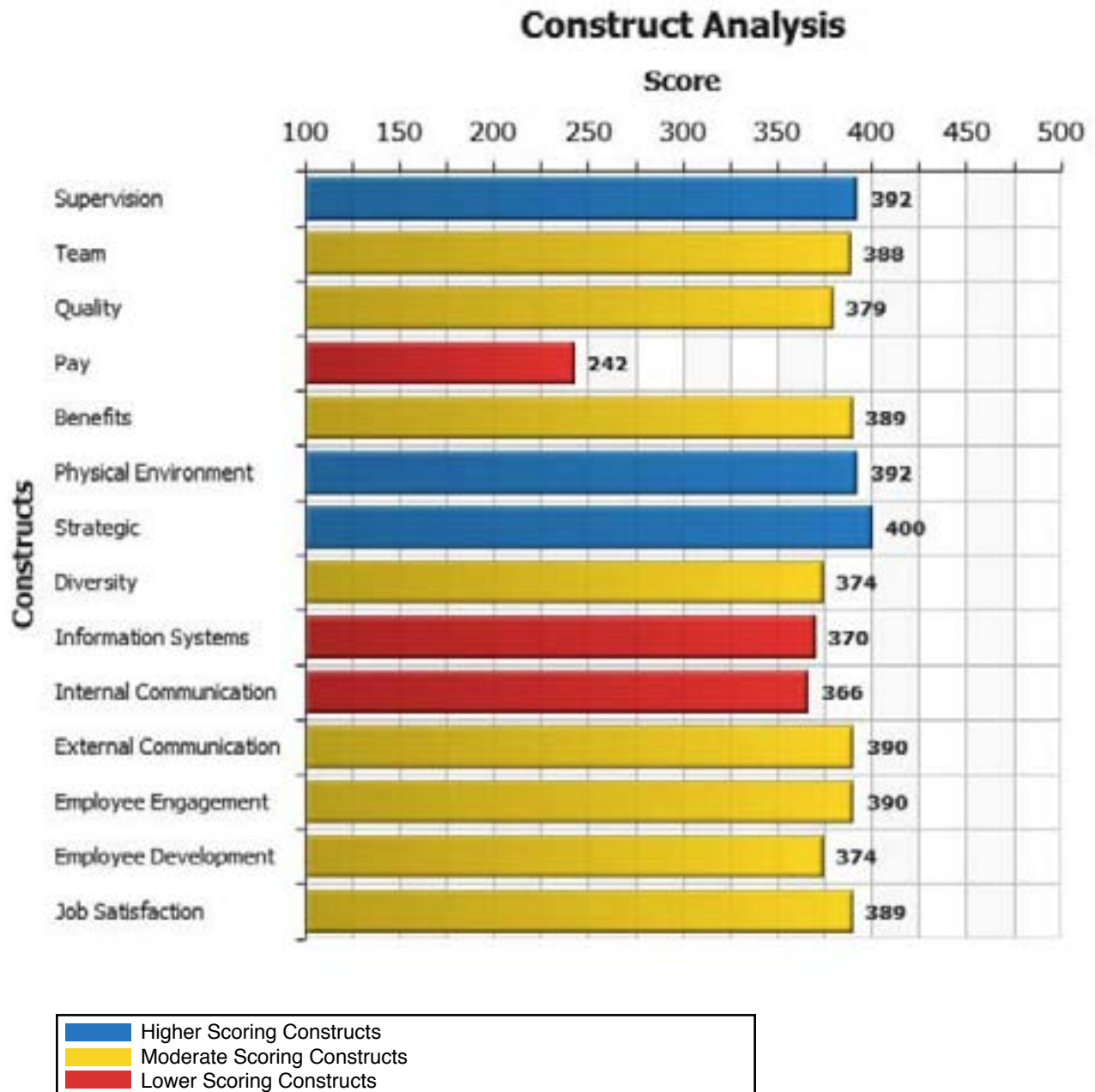
2012 Survey Analysis

- The results are overall very favorable.
- The SEE total synthesis score is 378. For comparison purposes, synthesis scores typically range from 325 to 375. The agency scored favorably, over the top end of the range, in spite of dramatic budget and staff reductions.
- The response rate of 90 percent is three points higher than the response rate of 87 percent in 2010.
- Out of 19 constructs, 13 constructs scored over 375, which indicate areas of substantial strength.
- Categories deserving special mention are: Strategic with a score of 400, Supervision and Physical Environment scores of 392, and Employee Engagement and External Communication with scores of 390.
- The agency set a goal to bring all categories up to a score of at least 300 which it accomplished with the exception of the Pay category.
- The Pay category saw a significant decrease this year, dropping from 294 in 2010 to 242 in 2012.

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

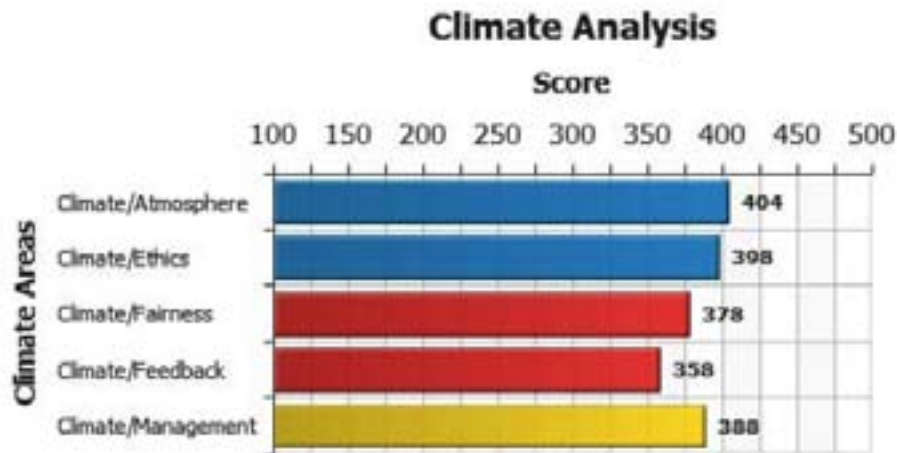
Survey Constructs

The SEE has 14 constructs which capture the concepts most utilized by leadership and those which drive organizational performance and engagement. These constructs are: Supervision, Team, Quality, Pay, Benefits, Physical Environment, Strategic, Diversity, Information Systems, Internal Communication, External Communication, Employee Engagement, Employee Development, and Job Satisfaction. These constructs are designed to broadly profile organizational strengths and weaknesses.⁹



⁹Survey of Employee Engagement, Executive Summary, 2012.

The SEE also measures Climate Areas, which to a large extent determines the efficiency and effectiveness of an organization. 4 of the 5 Climate Areas scored above 375, indicating areas of substantial strength for the agency. Scores of 350 or above suggest that employees perceive the issue more positively than negatively.



Action Plan for Excellence

In response to its results, agency leaders have met with each division director and developed an action plan for organizational excellence at the THC.

Objectives and impacts of this action plan are multifold:

1. To continue to cultivate an excellent working environment at the commission.
2. To continue to improve staff morale, creativity, and productivity.
3. To continue to involve staff in the betterment of the agency.
4. To improve Internal Communication, which had a score of 366, and Information Systems (*a new construct*) with a score of 370.

Measures of success include:

1. Increasing Internal Communication and Information Systems scores by at least 10 percent for the Survey of Employee Engagement of 2014.
2. Qualitative staff feedback on improvements.

This action plan includes soliciting employee feedback, suggestions, and recommendations for improvement in the areas of Internal Communication and Information Systems. The agency will utilize an online survey as well as an anonymous online comment/suggestion box. Based on the information received, the agency will develop a plan of action and determine steps, methods, and strategy necessary to effect change and agency-wide improvements.

Due to drastic budget and staffing cuts, the agency's previous compensation initiatives were sorely impacted. The agency, however, will continue to develop alternative methods to reward employees for their efforts when successfully accomplishing the agency's goals and objectives.



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