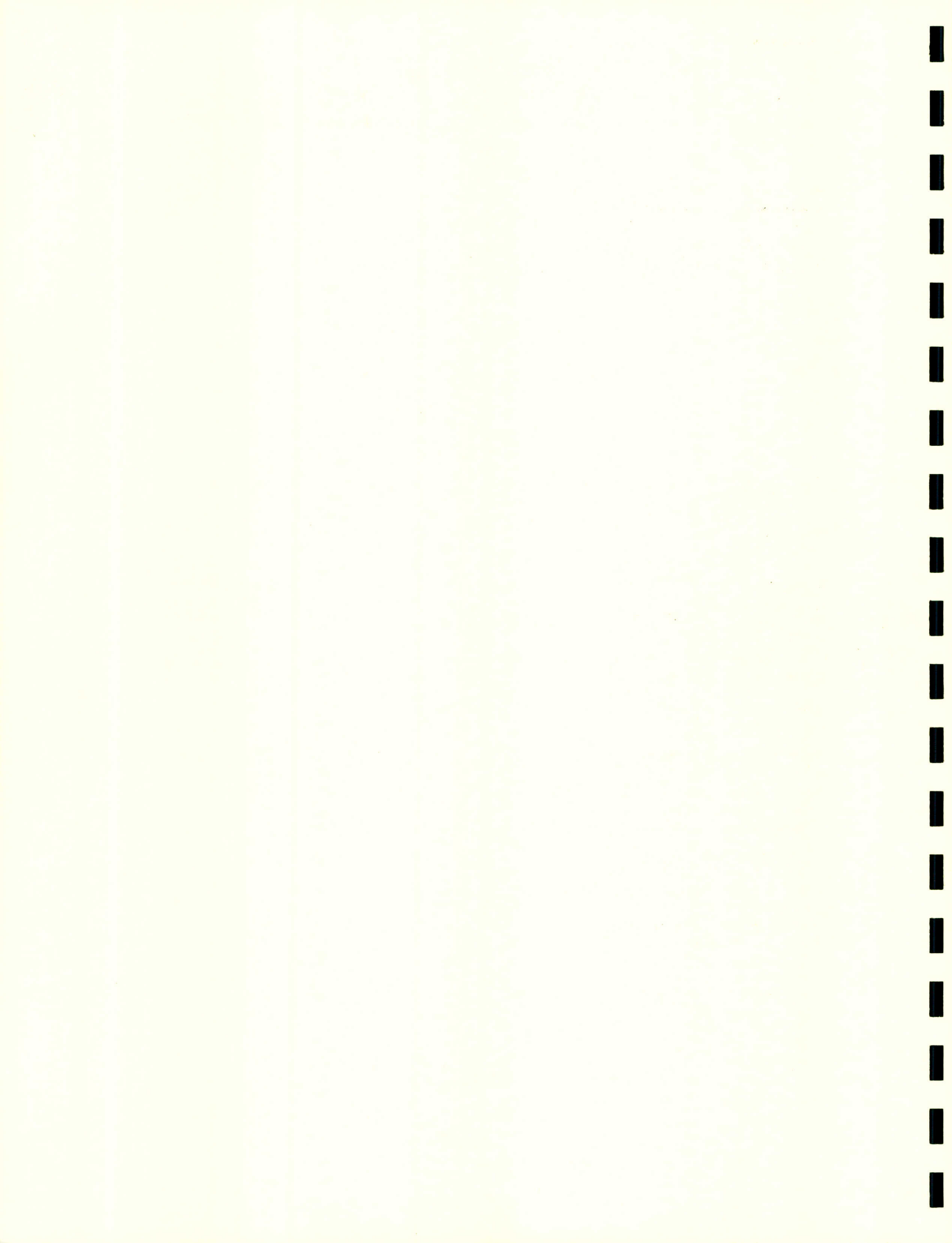




STATE PRESERVATION BOARD
STRATEGIC PLAN
FY 2013-2017

THE HONORABLE Rick Perry
THE HONORABLE David Dewhurst
THE HONORABLE Joe Straus
THE HONORABLE Kevin Eltife
THE HONORABLE Charlie Geren
MS. Ida Clement Steen
John Sneed, EXECUTIVE DIRECTOR

July 6, 2012



AGENCY STRATEGIC PLAN

For the Fiscal Years 2013 - 2017

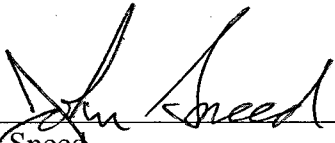
by

STATE PRESERVATION BOARD

<u>Board Member</u>	<u>Term</u>	<u>Hometown</u>
The Honorable Rick Perry Governor, State of Texas Chairman	12/00 -	Austin
The Honorable David Dewhurst Lt. Governor, State of Texas Co-Vice Chairman	01/03 -	Austin
The Honorable Joe Straus Speaker, House of Representatives Co-Vice Chairman	01/09 -	San Antonio
The Honorable Kevin Eltife Texas State Senator	08/10 - 01/13	Tyler
The Honorable Charlie Geren Texas State Representative	02/11 - 01/13	River Oaks
Ida Clement Steen Citizen Member	04/11 - 02/13	San Antonio

July 6, 2012

Signed:

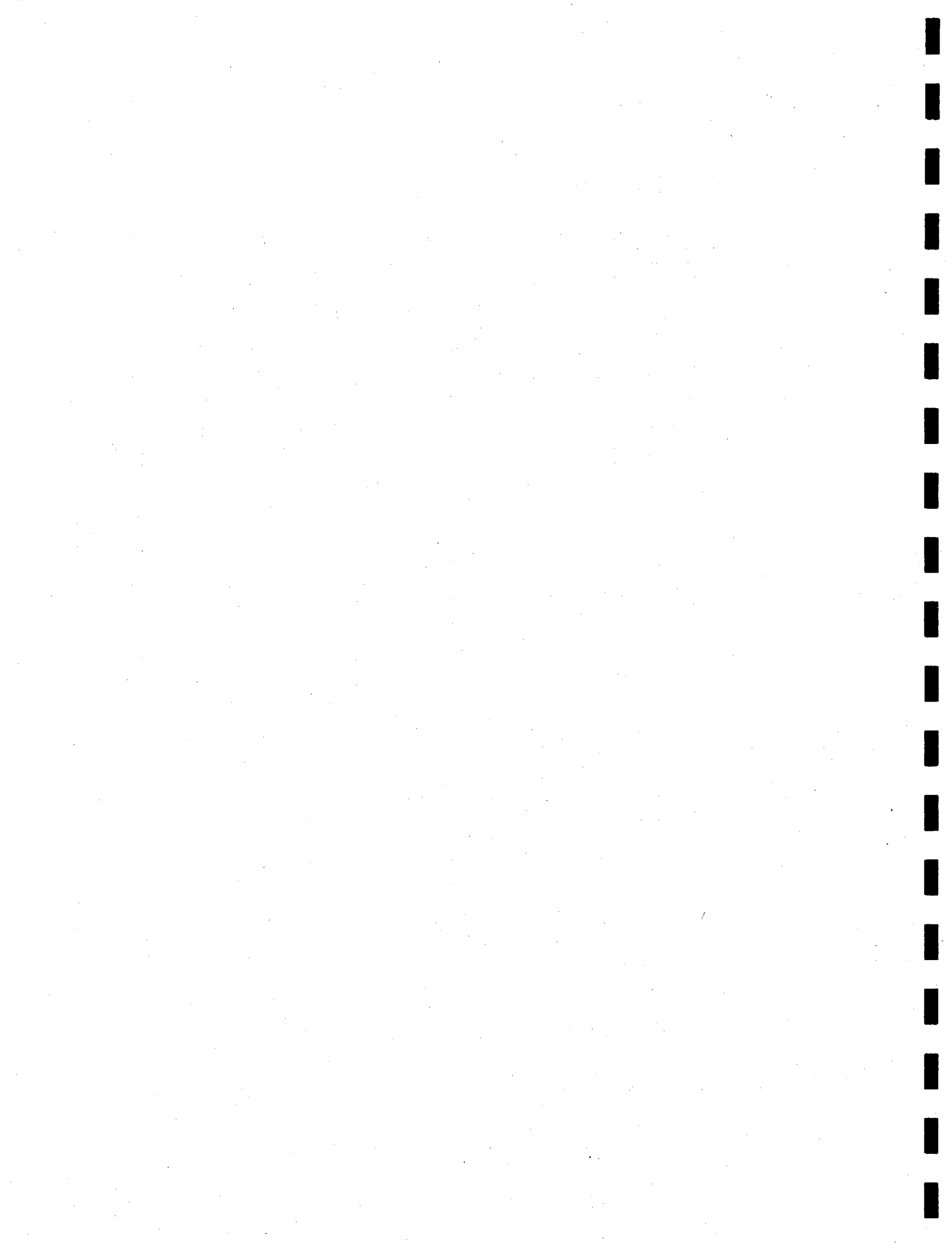


John Sneed
Executive Director



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STATEWIDE VISION, MISSION AND PHILOSOPHY

From Strengthening Our Prosperity: The Statewide Strategic Planning Elements for Texas State Government, Governor Rick Perry, March 2012

STATEWIDE VISION

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 governments closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And 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 taxpayers 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

Below are the statewide goals and benchmarks supported by the State Preservation Board.

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, other post-secondary training, military or enter the workforce;
- Ensuring students learn English, math, science and social studies skills at appropriate grade level through graduation; and
- Demonstrating exemplary performance in foundation subjects.

RELEVANT BENCHMARKS

- Percentage of students who demonstrate college ready performance on the annual state assessments
- Percentage of students who demonstrate satisfactory performance on the annual state assessments
- Percentage of students earning commended performance on the annual state assessments (90 percent of test items answered correctly)

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.

RELEVANT 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
- Number of state employees per 10,000 population
- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet and accepting information in electronic format

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STATE PRESERVATION BOARD MISSION AND PHILOSOPHY

MISSION

The State Preservation Board preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building, other designated buildings, their contents and their grounds; preserves and maintains the Texas Governor's Mansion; and operates the Bob Bullock Texas State History Museum. We provide educational programs centered on Texas history. These services benefit the citizens of Texas and its visitors.

PHILOSOPHY

The State Preservation Board acts in accordance with the highest standards of achievement, accountability and ethics. We value our customers and their needs. We strive to maintain a working environment where each participant is valued and where all participants can work together positively to accomplish common and individual goals. We manage our resources wisely. We are driven by our commitment to excellence and our appreciation of the lessons of history and the value of the past as a teacher for the future.

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EXTERNAL/INTERNAL ASSESSMENT

I. OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The State Preservation Board (the "agency" or "SPB") is mandated by Texas Government Code, Chapter 443 to restore, preserve, and maintain the State Capitol, the 1857 General Land Office Building, other designated buildings, their contents, and their grounds, and preserving and maintaining the Governor's Mansion and by Texas Government Code, Chapter 445 to manage and operate the Bob Bullock Texas State History Museum (the "Museum"). We provide educational programs centered on Texas history.

Since its completion in 1888, the Capitol had been maintained by various entities with little coordination or cooperation between them. A fire in 1983 almost claimed the entire building and emphasized the need for a coordinated effort to care for and preserve this irreplaceable historic structure. The Board was created in 1983 by the 68th Legislature in response to increasing interest in preserving and protecting the Texas Capitol.

Originally, the State Preservation Board was charged with approving all changes to the buildings, their contents and grounds, and with developing and maintaining a 20-year Master Plan for the Capitol. All powers and duties relating to these buildings were transferred to the agency from the Texas Commission on the Arts, State Purchasing and General Services Commission (now Texas Facilities Commission), Texas Historical Commission, and the Antiquities Committee (now part of the Texas Historical Commission).

The Legislature funded the Texas Capitol Preservation and Extension Project in the 1989 Session with additional funding appropriated in 1991, for a total of \$187.6 million for four inter-related projects: Restoration of the 1856-57 Old General Land Office Building (now the Capitol Visitors Center); Construction of the underground 650,000 square foot Capitol Extension; Capitol Exterior Preservation; and Capitol Interior Preservation. Additional funding was appropriated for the 1995-96 Restoration of the Historic South Capitol Grounds Project.

The 75th Legislature (1997) funded the agency to assume, from the General Services Commission (now Texas Facilities Commission), the property management functions of the Capitol, Capitol Extension, and 1857 General Land Office Building, and their grounds. These functions include housekeeping, grounds keeping, and facilities maintenance. In an effort to better serve the visitors to the Capitol, the agency maintains 844 parking meters within the Capitol Complex (area defined by statute as bounded on the north by Martin Luther King, Jr. Blvd., bounded on the east by Trinity St., bounded on the south by 10th St., and bounded on the west by Lavaca St.) and operates the Capitol Visitors Parking Garage. The 75th Legislature also charged the agency with overseeing the planning and construction of the Texas State History Museum. The 76th Legislature (1999) allowed the agency to assume management of the Capitol Information and Guide Service and the operation of the Museum. The 80th Legislature (2007) transferred facilities maintenance and grounds keeping responsibilities for the 1856 Texas Governor's Mansion to the agency from the Texas Building and Procurement Commission (now

Texas Facilities Commission). The 81st Legislature (2009) reassigned to the SPB the Governor's Mansion preservation and maintenance while also authorizing the agency to direct and manage the Mansion's restoration project. The 82nd Legislature provided the agency with several funding options for raising revenue and recouping costs by approving the establishment of a support organization to benefit the Capitol and by allowing the agency to recover indirect costs incurred when a non-legislative event, exhibit or activity is held in the Capitol or on the Capitol Grounds. The agency was also directed to establish an African American Texans monument on the State Capitol grounds that pays tribute to the contributions of African Americans to the State of Texas.

Included in the agency's mandate is the operation of gift shops. The locations in the Capitol Extension, Capitol Visitors Center and the Museum, capture tourists, school groups, building occupants and the local population. The shops are the only source in the Austin area for many products carried, and products are developed exclusively for sale in the agency's stores.

The Bob Bullock Texas State History Museum opened in 2001 as the state's only institution dedicated to teaching, showcasing, and celebrating Texas' dynamic history and heritage. The facility is located three blocks from the State Capitol. The Museum's 175,000 square foot building creates an environment that encourages experiential learning and visitor engagement. It seeks to understand the changing concerns, interests, and needs of the public in order to involve broader and more diverse statewide audiences. The Museum also strives to position itself as a cornerstone of the community and as a key cultural destination within Texas.

The Museum tells the Story of Texas within 34,000 sq. ft. of state-of-the-art permanent exhibits on three floors. As a non-collecting institution, the Museum works with many statewide and national historical organizations and private individuals to feature artifacts in its galleries related to the themes of Land, Identity, and Opportunity. In addition, the Museum includes a 7,000 square foot special exhibit gallery that features original and traveling exhibitions. Its core programs consist of interactive and traditional exhibits and media experiences, which are augmented by educational and family programs relating to its mission. The Museum also includes a 390-seat IMAX[®] Theatre equipped for both 2D and 3D films; a 200-seat Storytelling theater; an indoor/outdoor Museum Cafe; a Museum Store; and a 475 space underground parking garage. In FY 2012, the Museum completed a new 5-year Strategic Plan, designed to secure the Museum as one of the leading history museums in the country with vibrant and engaging programs that explore the unique development, traditions, and cultures of Texas, as well as the larger impact of Texas on the story of America. The Texas State History Museum Foundation Board has agreed to undertake a capital campaign to raise private funds to implement the Strategic Plan.

The State Preservation Board serves the occupants and visitors of the buildings and venues under its jurisdiction and protects these architectural and historical treasures for current and future generations of Texans. As statutorily mandated, the agency also educates the public, focusing on the schoolchildren of Texas, through a dynamic array of programs. In addition to the Museum's variety of educational programs and exhibits, the Capitol Visitors Center contains long-term exhibits and media which focus on the history of the Capitol and General Land Office Building.

Staff is in the process of creating a new exhibition (opening in September 2013) about the Capitol with a focus on the ongoing preservation and maintenance efforts of the State Preservation Board. A long-term exhibit about the Governor's Mansion Restoration Project, including regular updates on the progress of the Project, was installed throughout 2012. The Visitors Center has also produced temporary exhibits about the German-Comanche treaty and oral histories of Texas veterans in collaboration with the Texas General Land Office. Staff is also working to turn one of these displays into a traveling exhibit as well as creating a multiple-year exhibit about the Governor's Mansion Restoration Project. Areas in the Capitol such as the Governor's Original Office and the Governor's Public Reception Room, the Capitol Corridors, the Senate and House Chambers, the two Courtrooms, the State Library (now the Legislative Reference Library) and the Treasurer's Business Office (now the Capitol Tour Guides Office) are detailed in displays that share both historical and post-restoration images and interpretation. A new interpretation of the Capitol's Agricultural Museum will be installed in 2013. The display will highlight both the history of agriculture in Texas as well as the continuation of this heritage today. Students of Texas 4-H and Future Farmers of America will have the opportunity to have their agricultural-related photographs displayed in the Museum through a state-wide photograph contest.

The agency's Facilities Division is responsible for a wide range of agency programs including routine building maintenance, housekeeping, recycling, and grounds maintenance as well as construction projects ranging from the simple replacement of existing building equipment to complex construction undertakings. Building maintenance includes heating, ventilation, and air conditioning (HVAC), electrical, carpentry, painting, waterproofing, and plumbing services. Housekeeping includes routine and specialty cleaning, trash removal, recycling and pest control. Grounds keeping includes the upkeep of the Capitol's 19 1/2 acres, the Museum grounds, and Governor's Mansion grounds. Routine mowing, trimming and debris removal as well as tree trimming and monument and bench maintenance are performed by agency staff and augmented by contractors where needed.

Construction projects also fall under the purview of the Facilities Division. With the recent successful completion of the Capitol Dome and House Chamber repair and repainting projects, facilities staff will pursue replacement of several fresh air units and an upgrade or replacement of the energy management system that controls the air conditioning system in the Capitol and Capitol Visitors Center. Due to the size of the project, the Capitol Extension will be completed as a second phase in 2013-2014. Other possible projects include replacement of the lighting in the Capitol's Legislative Reference Library and the replacement of the paralleling gear that coordinates the operation of the emergency generators. In addition to the above mentioned mechanical projects, the SPB is planning to replace carpet in the Capitol offices and the Senate Chamber in FY 2013-2014. Other potential projects through 2017 (contingent upon funding and other unknowns) are as follows: repair, caulking and painting of Capitol windows and entrance doors; Capitol Visitors Center roof replacement and exterior repair/repainting; Capitol Extension elevator software and hardware replacement; Capitol partial fire system upgrade; and Capitol Extension carpet replacement.

With the completion of the Governor's Mansion restoration in summer 2012, facilities staff will

assume responsibility for the building's maintenance. While this function was also performed during the Governor's temporary relocation, the responsibility now includes a property with expanded square footage, complex mechanical systems, and grounds maintenance. The agency does not plan to ask for additional FTEs to care for the restored mansion, however, this may change if the needs of the Capitol and other buildings under the agency's care prevent staff from providing the quality of service necessary.

In summary, the State Preservation Board is responsible for the following:

- Providing housekeeping, maintenance and grounds keeping services at the Capitol, Capitol Extension, Capitol Visitors Center, Capitol Visitors Parking Garage, and the Bob Bullock Texas State History Museum;
- Operating the Bob Bullock Texas State History Museum;
- Preserving and maintaining the Governor's Mansion and grounds;
- Approving all changes involving construction, restoration and repairs in the Capitol, Capitol Extension, General Land Office building, and on their grounds;
- Providing educational and curatorial services for the Capitol;
- Caring for the Capitol Historic Artifact Collection, which includes Capitol furniture, art and other decorative works;
- Operating an education and tourism center at the Capitol Visitors Center;
- Providing interpretation and guided tours of the Capitol and Capitol Visitors Center;
- Scheduling and managing public events and exhibits at the Capitol;
- Scheduling and managing the Legislative Conference Center, Historic Court Rooms, and Extension Auditorium;
- Operating the Capitol Gift Shops;
- Managing the Capitol Extension Cafeteria;
- Operating the Capitol Visitors Parking Garage and maintaining the Capitol Complex Parking Meters

II. ORGANIZATIONAL ASPECTS

Staffing for the State Preservation Board consists of 63.0 authorized full-time equivalents (FTEs) paid by appropriated funds. An additional 29.0 FTEs, previously paid from appropriated funds, are being paid from the Capitol Fund in FY 2012 and FY 2013. The Capitol Funds consists primarily of proceeds from the agency's various enterprises, excluding the Museum. Staffing for the agency's Enterprises, including the Museum, the Capitol Gift Shops, the Capitol Visitors Parking Garage and Capitol Complex Parking Meters, consists of 99.3 FTEs paid by earned revenues (as of 5/31/12). The Museum's new Strategic Plan calls for six additional staff to be hired over the next five years to extend the reach and impact of the Museum's offerings. These positions will be in areas related to programming, marketing and education and include: Director of Exhibitions and Public Programs; Director of Technology and New Media; Website Coordinator; Director of Education; and two Exhibition Installers.

The agency is managed by an Executive Director, and divided into seven divisions - Facilities,

Customer Services, Retail, Curatorial and Visitor Services, Finance, Administration, and the Bob Bullock Texas State History Museum. The State Preservation Board is comprised of six members - the Governor, the Lieutenant Governor, the Speaker of the House of Representatives, one senator appointed by the Lieutenant Governor, one representative appointed by the Speaker of the House, and a citizen board member appointed by the Governor. Further demographic information of the agency's workforce is contained in the Workforce Plan included as Appendix E.

Geographical Location of the Agency (all located in Austin):

- Sam Houston Building → Administrative Offices
- Capitol and Capitol Extension (in utility areas) → Facilities Staff; Retail Staff
- Capitol (restored Treasurer's Business Office) → Capitol Information and Guide Service Staff
- Capitol Visitors Center → Visitor Services Staff; Retail Staff
- Capitol Visitors Parking Garage → Retail Staff; Garage Staff; Grounds Keeping Staff
- Bob Bullock Texas State History Museum → Museum Staff

The location of the agency's primary service population is three-fold. First, there are the building occupants who office in the Capitol and Capitol Extension, as well as the Governor and family living in the Governor's Mansion. The Capitol occupants include elected state officials from every region of Texas and staff members living in the Austin area. Next, there are the over one million visitors to the buildings annually from all regions of the state and around the world. A significant percentage of the visitors to the Capitol (estimated at more than one million annually), the Capitol Visitors Center (more than 140,000 annually), and the Museum (over 400,000 annually) include school students, specifically 4th and 7th graders who are studying Texas history. And finally, there are the virtual and call-in visitors to the buildings. This includes visitors to the agency websites, distance learning programs, and requests for public information and photographs. The agency's websites include virtual tours of the Capitol, photo galleries, field trip guides and lesson plans for educators, on-line exhibits, on-line gift shops, on-line ticketing for exhibits, events, and films at the Museum, employment listings, agency forms and related policies, and published reports, just to name a few of the features.

Customers of the Museum include adults, families, teachers, students, Museum members and facility rental clients. The Museum is available to serve educators and students statewide through on-site programs, distance learning programs, community outreach, educator professional development opportunities and website resources.

In order to retain and build audiences, the Museum's annual education, exhibit and theater programming includes: an actively changing schedule of at least five educational films in the IMAX® Theatre; programs in the Texas Spirit Theater; pre-professional and professional development training for teachers, and curriculum-based learning opportunities for students; designing, developing and installing two to three temporary exhibits in the 7,000 sq. ft. special exhibit gallery; ongoing artifact loan rotations in the three floors of exhibits; and adult, youth and

family programming that accompanies films and exhibits. The Museum staff, volunteers, member newsletter, website, advertising and program partnerships are primary strategies for providing access and information delivery for Museum programs and services.

Detailed information on the geographic distribution of visitors to the Capitol is not as readily available because Capitol visitors are neither required to interact with staff nor asked to complete information profiles when visiting the building.

In an effort to provide a meaningful experience to non-English speaking tourists, the Capitol Information and Guide Service and Capitol Visitors Center offer tours in different languages (depending on the Tour Guide census) and the Capitol and the Visitors Center have brochures available in Spanish, German, French, Italian, Russian, Chinese, Korean and Japanese. The Capitol and the Visitors Center offer information to visually-impaired visitors with brochures in Braille. Tours in American Sign Language are available with advance notice. The Capitol Information and Guide Service implemented tours designed to meet the needs of a variety of special needs groups including senior adults, the hearing impaired and for those with mental disabilities. Plans to provide visitors to the Capitol Complex and the Museum interpretation with tours via their mobile devices are underway. An audio tour of the Capitol, Capitol Visitors Center and Museum will be available in English, Spanish and audio descriptor for the visually impaired with other languages to be added in the future. Visitors to the Museum have access to open captioning for all exhibit media programs and rear-screen captioning in the theaters. Spanish language versions of the Museum's large format films, *Texas: The Big Picture* and *Mexico* are periodically shown in the IMAX® Theatre. Museum sign language interpreters are also scheduled upon request. Offering bilingual exhibit text will begin in 2013 and 2014 with the installation of a new permanent gallery for the La Belle shipwreck. The Museum is also developing bilingual curriculum materials that will be available in FY 2013.

A majority of the agency's staff positions require a wide variety of special skills and training. In addition to general office administration and accounting, knowledge of facilities maintenance and management, construction and contract management, architecture, historic preservation, education, tourism, retail management, museum operations, marketing, public relations, graphic and exhibit design, information technology, operation of theater multimedia and large format film equipment, and the preservation and curation of historical artifacts is required to meet the goals and objectives of the agency. The State Preservation Board has been fortunate to retain personnel in key positions with a high degree of expertise and loyalty. Stability of leadership has resulted in high quality programs and consistency in carrying out the responsibilities of the agency. More information on the agency's human resource strengths and weaknesses is contained in the Workforce Plan included as Appendix E.

The State Preservation Board will mark its 30th anniversary in 2013. The new buildings (Capitol Extension and Museum) that the agency has been tasked with constructing are no longer *new* and are showing the wear of constant use by the occupants and public. The challenges continue to be preserving the historic integrity of the restored buildings, while ensuring functionality and safety, and maximizing the life span of our modern buildings.

The agency has an aggressive and comprehensive preventive maintenance program to ensure that facilities are kept in the best condition possible. The program ranges from the routine operation of building equipment such as HVAC and electrical systems to the highly specialized task of cleaning and waxing the historic monuments on the Capitol Grounds. Facilities staff also use an industry technique called predictive maintenance to identify problems before major equipment failure. This allows the agency to repair and/or replace critical equipment on a planned schedule, rather than reacting to unexpected system failures that can interrupt important business functions of the building's occupants and visitors.

Facilities staff continues to review operations to identify cost savings including scrupulously monitoring the grounds sprinkler system to reduce water usage while maintaining a healthy landscape. The grounds maintenance contract was modified to eliminate flower change-outs that previously occurred several times per year and instead staff has planted perennial flowers and shrubs that require much less water. Using sound engineering practices, facilities staff continues to reduce building energy consumption by installing compact fluorescent lighting and in some cases, LED fixtures, resulting in reduced heat load for the buildings and much lower wattage usage. Instantaneous hot water heaters have proved to be successful and staff continues to replace the small under-the-counter tanks with these contemporary hot water heaters. Cost savings have been further realized by eliminating the Bob Bullock Texas State History Museum grounds contract and managing the grounds with existing in-house staff. Housekeeping staff continue to reduce supply costs with the use of roll-type restroom paper dispensers which electronically allocates paper towels. The housekeeping contract (evening office cleaning and floor maintenance) was reduced by tightly managing the scope of work and eliminating any excess terrazzo and carpet maintenance from the work frequencies to reduce overall cost. Facilities staff continue to perform maintenance on all Capitol Grounds statues and have assumed the care of the new Tejano monument, dedicated in March 2012.

The agency recognizes that critical building systems and equipment will continue to depreciate and require future capital investment to maintain the buildings at the level needed. The 77th Legislature (2001) established the Capital Renewal Trust Fund to be used only for the purpose of maintaining and preserving the Capitol, the General Land Office Building, their contents and grounds. This source of funding has been invaluable in replacing equipment and systems at or near failure. This Trust Fund, as well as our preventive and predictive maintenance programs, contribute to ensuring the future stability of the buildings. Drawing from this fund has allowed the agency to replace older equipment for the HVAC, electrical, and plumbing systems as well as carpet and ceiling materials. This fund is also being relied upon in part to upgrade the Capitol security system. The security project has been completed, although additional security changes may be initiated as the technology evolves. The SPB also continues to maintain security equipment, including the vehicle wedges and bollards at the Capitol and Capitol Extension entrances and exits.

The Museum facility and physical plant also receive comprehensive preventive maintenance modeled after the Capitol maintenance program. Facilities staff continue to identify potential energy savings without compromising proper museum environmental conditions. The Museum is in the 12th year of operation and some of the large mechanical devices are breaking down or

requiring frequent repair. Funding provided by the 81st and 82nd Legislature has assisted in major repairs of systems and equipment critical to the facility function of the Museum. Facilities staff from the Capitol Division continue to provide ongoing support to the Museum in the form of plumbing, carpentry, painting, electrical, HVAC and waterproofing assistance.

Throughout the Capitol, Capitol Extension, and Museum the recycling of paper, plastic, and aluminum cans is facilitated with the use of building-wide recycling bins and is supported by a Housekeeping department recycling policy. Also, The Story of Texas Café, the on-site Museum restaurant run by a contracted firm, has taken several steps to becoming "green" with the goal of becoming 100% landfill free. Paper, cardboard, plastic and metal cans are all collected in designated bins and recycled. Additional Café recycling efforts include giving compost waste to local farmers, collecting all vegetable frying oil in 50-gallon drums for conversion into bio-diesel fuel, and using serving ware instead of disposable containers.

In addition to the historic properties and modern facilities it oversees, the agency also maintains millions of dollars worth of historical artifacts in the Capitol. A comprehensive Curatorial program ensures the collection is preserved, maintained and protected while the majority of it is on display in the Capitol. The State Preservation Board collects, preserves, protects, interprets and maintains information on original or period objects of historical significance to the Capitol or the State of Texas or appropriate to the early period of the Capitol's history (circa 1888-1920). While the Capitol continues to function as the working seat of Texas Government, many of the building's most important architectural spaces were returned to their turn-of-the-century appearance during the 1992-1995 Capitol Interior Restoration Project. Both original and/or reproduction furnishings including artwork and accessories reflect the rooms' historic interior environments. The Capitol Historical Artifact Collection numbers over 3,300 pieces with the majority of the items on permanent display in the building. Note that these museum-quality antiques are used today for the same purposes for which they were purchased over a century ago. Members of the Legislature use original desks in the House and Senate Chambers and visitors to the Capitol sit on original perforated benches. The artifact collection helps the agency interpret the building in its historical entirety, as an educational experience for all visitors, as well as to provide for the functional needs of the building's occupants. Curatorial staff ensure that all artifacts are kept in usable condition.

A key organizational event for the agency was the additional responsibility of the recently completed Governor's Mansion restoration project and now the ongoing facilities and grounds maintenance of that facility. Facilities staff will play a key role in the preservation and maintenance of the Greek Revival style mansion and grounds. Additional security equipment and a larger perimeter will contribute to the challenge of maintaining the grounds. HVAC technology using ground source heat pumps and solar collectors for greater energy efficiency will also test Facilities staff.

While much of this sophisticated equipment will be under warranty in 2012, the maintenance and operation of the equipment will still require staff time 24-hours a day. Events held at the Mansion will put demands on the Facilities staff to assist with electrical, HVAC and other facility needs. The Mansion will require significant amounts of staff time and financial resources

to maintain, particularly in the areas of the security systems, mechanical and life safety systems, and the grounds.

As with all state agencies, the State Preservation Board is charged with developing and implementing a plan for increasing the use of historically underutilized businesses through purchasing and public works contracts and subcontracts. The following programs are conducted by the agency to meet this objective:

- Conduct one-on-one specialized forums with HUBs and procurement staff to provide vendors with a better understanding of how to do business with the agency;
- Participate in HUB forums sponsored by other state agencies;
- Post HUB program and bid opportunity information on the Agency's web site;
- Work with agency Contract Managers to determine if HUB subcontracting opportunities are available on all contracts with an expected value of \$100,000 or more;
- Attend all pre-bid meetings and give instruction on successful completion of the HUB Subcontracting Plan;
- Provide monthly HUB reports to agency management regarding HUB participation.

As a result of our good faith efforts, the agency conducted over a 100 individual transactions with HUB vendors in the first half of FY 12. This represents 11% of the contracts and purchase orders awarded. Notable HUB contracts include janitorial services for all SPB managed buildings; grounds maintenance services for the Capitol grounds; fire system testing for the Capitol, Capitol Extension and Capitol Visitors Center; security system equipment maintenance at the Bob Bullock Texas State History Museum; leases for high-end video projectors at the Bob Bullock Texas State History Museum; and the use of HUB subcontractors on the Governor's Mansion Restoration Project in both professional services and construction services. The two large contracts with HUB vendors for janitorial and grounds maintenance services has allowed the agency to exceed the State of Texas goal in the *Other Services* category for the FY 2012 semi-annual HUB report.

The majority of HUB reportable agency funds are spent on either competitively bid projects or for the purchase of specialized goods and services. The agency requested competitive bids on 7 projects in the first half of FY 12. Of the 450 HUBs solicited for competitive bids, less than 1% responded with a bid. This low response rate from HUB bidders has been consistent across fiscal years. As a result of the unique mission of the State Preservation Board, the agency contracts directly with vendors for many highly specialized goods and services where the HUB vendor base is very limited or non-existent. One example is the leasing and ongoing maintenance of the IMAX® projection system at the Bob Bullock Texas State History Museum. An additional challenge for the agency HUB program is the purchase of products for resale in the Capitol and Museum Gift Shops. The purchase of products for this auxiliary enterprise accounted for approximately 70% of the agency's HUB reportable expenditures in the *Commodities* category in the first half of FY12. Typically, these items are unique products available from only one vendor or are products that are mass-produced and available at the best price from large, national suppliers. The agency must choose resale products that satisfy the needs of our visitors, while providing the most profitable return for this self-funding enterprise.

The SPB supports the State of Texas HUB Program and will continue to research and identify ways to improve HUB participation.

III. FISCAL ASPECTS

The 82nd Legislature appropriated to the State Preservation Board \$28,560,522 in General Revenue for the 2012-2013 biennium. Of this amount, \$12,906,775 was appropriated for insurance and debt service payments on the bonds used to finance the construction of the Museum. \$3,252,211 was appropriated for the purpose of maintaining the Capitol, Capitol Extension, the Capitol Grounds, the 1857 General Land Office Building, and the Governor's Mansion. Appropriations for salaries and other operating expenses requested in the agency's FY 2012 - FY 2013 LAR were reduced by \$3.55 million. Requested FTEs were decreased from 92.0 to 63.0. These expenses are being paid from the Capitol Fund for the FY 2012 - FY 2013 biennium. A Capital Budget of \$9,025,000 was appropriated for the Governor's Mansion restoration and infrastructure repairs and maintenance.

The remaining \$3,376,536 was appropriated for required building modifications and preservation, management of the Curatorial division, educational programs (including the Capitol Tour Guides and Capitol Visitors Center), management of Capitol activities and events, and indirect administration expenses of the agency.

The enterprises of the agency are largely self-supporting. These include the Capitol Gift Shops, the cafeteria in the Capitol Extension, the Capitol Visitors Parking Garage and Capitol Complex parking meters, and the Museum's theatres, exhibits, café and parking facilities. Net income from these enterprises is credited to the Capitol Fund or Museum Fund as directed by statute.

The agency's operating budget for each fund, Capitol Fund, Capital Renewal Trust Fund and Museum Fund, are maintained and controlled individually. This separation allows the flexibility necessary to manage the buildings, grounds, and their contents and complete the projects overseen by the agency while maintaining our fiduciary responsibilities.

The Capitol Fund, authorized by Government Code §443.0101, is a trust held outside the Treasury (and managed by the Texas Comptroller of Public Accounts) with the Texas Treasury Safekeeping Trust Company. In addition to private donations, the Capitol Fund benefits from income produced by the Capitol Gift Shops, the parking meters in the Capitol Complex, the Capitol Visitors Parking Garage, and the leasing of Capitol Extension space such as the cafeteria, the press area and cellular carrier space. Capitol Fund expenditures are first limited to the purpose specified by the donor and then to educational programs, the acquisition and preservation of historical artifacts, and the overall benefit of the designated buildings the agency manages. Due to the \$3.55 million reduction in General Revenue appropriations for FY 2012 and FY 2013, salaries and benefits for 29.0 FTEs as well as other operating expenses for building maintenance and curatorial functions are being paid from the Capitol Fund. At the beginning of FY 2012, the fund held \$11,529,261.

The Capital Renewal Trust Fund, authorized by Government Code §443.0103, is a fund held outside the Treasury (and managed by the Texas Comptroller of Public Accounts) with the Texas Treasury Safekeeping Trust Company. This fund is designated for the repair and replacement of depreciating capital assets and is limited to the Capitol, Capitol Extension, Capitol Visitors Center and grounds. After completion of \$4.3 million in capital projects during FY 2010 and FY 2011, the balance in the fund at the beginning of FY 2012 was \$8,321,829. The agency continually reviews the Capital Renewal Plan and assesses the future funding needs of the Trust in order to ensure the buildings statutorily authorized to benefit from this fund will be perpetually preserved and maintained in a way Texans expect.

The Museum Fund is another trust held outside of the Treasury with the Texas Treasury Safekeeping Trust Company (and managed by the Texas Comptroller of Public Accounts). The Museum Fund receives private donations and benefits from the net operating income of the Museum. The purpose of the Museum Fund is to serve as an operating reserve to benefit future needs of the Bob Bullock Texas State History Museum. At the beginning of FY 2012, the fund held \$293,908. The agency continues to develop a strategy to prevent the depletion of this fund, adhering to the sound business practice of having a source of emergency funds for an enterprise of this size to operate for two to three months.

During the last biennium, the Museum's operating budget was derived from a combination of earned (92%) and developed revenues (8%), an extraordinary level of earned revenue that is unprecedented for history museums in the United States. To be adequately funded, the Museum will continue to seek other revenue streams, including state funding for operations as well as other developed revenues. Developed revenues include grants, donations, and sponsorships including support from the Bob Bullock Texas State History Museum Foundation, a private non-profit organized solely to benefit the Museum. During the current biennium, the Texas State History Foundation has undertaken a major fundraising initiative that will increase the developed revenues to approximately 27%.

The Museum receives no direct general revenue appropriation for routine operating expenses; however, the agency is appropriated funds for the bond debt service for the construction of the Museum building and the insurance required by the Texas Public Finance Authority: \$6,503,075 in FY 2012 and \$6,403,700 in FY 2013. For the first time since the Museum opened in 2001, the agency received \$500,000 in FY 2010 general revenue appropriations for infrastructure repairs and maintenance of all agency buildings, including the Museum. The 82nd Legislature appropriated \$1 million for general Museum expenses for FY 2012 and FY 2013. With the exception of five Facilities staff who have been paid from the agency's general revenue appropriations since 2004 and six other staff members whose salaries are paid with appropriated funds for FY 2012 and FY 2013, all salaries and benefits for Museum employees are paid from earned revenues. The cost of benefits for Museum employees was over \$599,000 in FY 2012 and totals approximately \$6.7 million since 2001, including over \$250,000 for retired employee health insurance. The legislated across-the-board employee pay increases of 2% in FY 2008 and FY 2009 and the \$800 one-time bonus for eligible employees in FY 2009 (plus the % calculated for benefits based on the new salary levels), has also posed a direct and significant impact on the

Museum and its ability to meet revenue goals required for continued performance.

Industry standards and business analysis conducted for the Museum emphasize the critical need to reinvest in the primary exhibits, theaters and programming on an ongoing basis to sustain and grow attendance and revenues. The Museum recognizes this need and plans to unveil a new permanent gallery installation and 4-D film of the La Belle in 2013, a three centuries old shipwreck discovered in Matagorda Bay by a team of state archaeologists in 1995. This will be the first permanent gallery renovation since the Museum opened and is expected to be a major draw for new audiences of all ages. In addition, roughly 10,000 square feet of space within the footprint of the building was never finished out when the Museum opened in 2001. The Museum plans to convert this to usable gallery space in the next few years to allow for an expanded interpretation of Texas ranching and to feature major Texas collections from around the state on a rotating basis.

The Museum relies on over 150 volunteers and docents to supplement paid staff positions. Funds for Museum utilities (TFC) and security personnel (DPS) are appropriated from General Revenue directly to the respective agencies. Unlike most buildings owned by the State, the Museum has funded building maintenance from earned revenue since the opening in 2001. As noted above, the agency received \$500,000 in FY 2010, some of which was expended for infrastructure repairs and maintenance at the Museum. Examples of ongoing building maintenance expenses include elevator testing and maintenance, security system maintenance, fire system testing and maintenance, and boiler maintenance. The agency is appropriated funds for the maintenance of the other buildings for which we are responsible - the Capitol, Capitol Extension, Capitol Visitors Center and the Governor's Mansion. The Legislature established the Capital Renewal Trust Fund as a reserve for maintenance, preservation and replacement of facility assets for the Capitol, Capitol Extension, and Capitol Visitors Center only.

The agency is currently formulating its budget plans for the 2014-2015 biennium. The agency will comply with the mandate to limit baseline funding to that expended in FY 2012 and budgeted for FY 2013, excluding debt service requirements for existing bond authorizations. The agency will also submit a supplemental schedule detailing a 10% reduction in the baseline request.

IV. SERVICE POPULATION DEMOGRAPHICS

The SPB primarily serves the occupants of the buildings and the over one million annual visitors to the Capitol and the over 400,000 annual visitors to the Bob Bullock Texas State History Museum. Building occupants include the Governor, the Lieutenant Governor, the Speaker of the House, the Senate, the House of Representatives, the Legislative Reference Library, the Secretary of State and the Department of Public Safety. Tourists from all over Texas, the United States and the world visit the Capitol every year. In addition to tourists, service is provided to groups and individuals with governmental and special event and exhibit needs. In FY 2011, the agency scheduled and managed almost 1000 events and exhibits at the Capitol, Capitol Extension and on the Capitol Grounds.

Capitol Visitor Services staff continue to increase school group interest through the creation and promotion of pre-visit and post-visit lesson plans and teaching guides, along with the development of grade level-specific tours, educational materials for school groups to explore the Capitol Grounds, centralizing scheduling for all Capitol and Capitol Visitors Center tours, offering teacher workshops and the continued alignment of tours and lesson plans to Texas Essential Knowledge and Skills (TEKS) objectives. In FY 2011, more than 200,000 people participated in agency Visitors Services tours at the Capitol and more than 140,000 people visited the Capitol Visitors Center, including a record number of 60,000 students participating in tours. The growing visitor population will increase demands on the agency to educate the users about the special needs of the Capitol and the Capitol Collection, as well as increase the demands on visitor services, facilities maintenance and the curatorial department, who maintains the historic furnishings.

The growth in school group tours can be traced in part to an increase in mailing letters to schools explaining the opportunities for field trips to the Capitol Complex sent at the start of the school year. The mailing grew from 1,200 letters distributed in 2007 to over 9,000 in 2011. To further build upon the success of this program, Visitor Services staff is working to develop contact databases for senior adult learners, summer camps, home school groups and Boy and Girl Scout troops. The database would allow for targeted marketing for these groups with a specific emphasis on scheduling tours during the non-peak season (September, December and January during non-Session years).

The Capitol Visitors Center has been able to meet this increase of visitors and school groups while having only a small increase in the number of staff. Due to the addition of increased security procedures and the requirement for identification badges for school groups touring the Capitol, a full-time administrative assistant was hired to provide support in the reservation process. Some Gallery Assistants have been cross-trained to provide tours of the Capitol to assist during special events and the Legislative Session. All Visitors Center staff will be trained to provide tours at the Governor's Mansion beginning in FY 2013. Visitors Center staff members have additionally worked on research projects, educational program development, and exhibit projects.

The Capitol Information and Guide Service has been providing a record number of tours while utilizing fewer staff members during non-peak seasons. The Tour Guide Office also began to take advantage of the agency's internship program in FY 2012. This provides additional resources during the busy summer months in addition to a training ground for potential future seasonal and permanent staff members.

The Capitol Visitors Services Division will be implementing a new interpretive guide training program in FY 2013. All staff will receive 32 hours of instruction in interpretive training and have the opportunity to become nationally certified interpretive guides. Continuing with the "Customer First" mentality will be of paramount importance as guides gauge the type of group who is touring and tailoring the tour to meet their needs.

The Capitol Information and Guide Service developed and implemented grade specific tours that align with TEKS objectives. The tours provide age-appropriate content for students ranging from Kindergarten through 8th grade. In addition, the Guide Service created a series of specialty tours that run during certain months of the year: *Rest in Peace* (October), *Holiday* (December), *Texas Independence* (1st week of March) and *Women in Texas History* (March and now running once a week). Staff is in the process of creating new thematic tours about Capitol Art, Architecture, the Legislative Process, Tejanos in Texas and African American History. Tour Guides will also engage visitors by discussing events that occurred on each specific day through "Today in Texas History" facts. Finally, staff hope to develop merit badge tours for Boy Scouts and Girls Scouts visiting the Capitol and the Capitol Visitors Center.

Since opening in April 2001, the Bob Bullock Texas State History Museum has welcomed over 5 million visitors. These visitors include over 70,000 students annually who receive free admission to the Museum on school field trips as well as a mix of adults, teachers, families and Museum members. The Museum has served many international visitors, as well as military training groups from San Antonio, El Paso, and Fort Hood. Museum exhibits and theaters are designed and equipped to serve the needs of visitors with disabilities; we anticipate that this portion of our audience will increase as the "boomer" generation ages and we increase outreach to local organizations that service the elderly and special needs communities.

Since all 4th and 7th graders in Texas schools study Texas history, the Museum will continue to experience significant attendance from this demographic group. In addition, educator professional development programs developed by the Museum have provided opportunities for language arts, science and math teachers to meet curriculum needs at the Museum, and we have experienced growing interdisciplinary use of Museum exhibits. The Museum Education Department has developed new curriculum materials for K-12 teachers that meet the state TEKS standards for Social Studies and is expanding its focus on STEM (Science, Technology, Engineering, and Math) curriculum which also provides additional grant funds and underwriting for programming. Educator Guides and teacher resources are available in print format and for download on the Museum website. Curriculum materials associated with the Museum's large format film, *Texas: The Big Picture*, are available in Spanish, in print, and online. The Museum continues to work with media and marketing partners in order to maximize and enhance our state-wide reach. Likewise, our distance learning program broadcasts web-based educational programming to students primarily throughout the state, and the Museum has also broadcast to national and international audiences. Implemented in FY 2008, the distance learning initiative allows the Museum to provide education programming to teachers and students through live, interactive, two-way conferencing. This initiative provides a cost effective way to bring students and teachers to the Museum who otherwise would not be able to participate in the Museum's educational programs.

V. TECHNOLOGICAL DEVELOPMENTS

The agency strives to use the latest in technology to assist it in accomplishing its mission. The agency contracts with the Texas Legislative Council (TLC) to provide computer equipment and

technical support. TLC has the proven expertise and experience to provide this service. The agency has benefited from TLC's support, extensive training and access to a network shared by the occupants of the buildings that the agency manages. This relationship enables the agency to take advantage of the latest developments in technology and to strengthen the administration of its information resources. The agency intranet continues to be developed as the staff's prime source for information, policies and procedures, required training curriculum, and agency news and announcements.

The Capitol Information and Guide Service and the Capitol Visitors Center are equipped with a database system and online calendar to keep a record of school and other organized groups who visit the Capitol and Capitol Visitors Center. The use of these tools allows the agency to offer tours to more scheduled groups. The exhibits at the Capitol Visitors Center include a computer kiosk that allows visitors to access information about their legislators and events in the Capitol Complex, as well as interactive computer stations that present the history of the Capitol. The Capitol Visitors Center is also equipped with video presentation technology including a plasma screen for viewing a production on the XIT ranch and a High Definition television for viewing a film focusing on the Capitol, also available to view online. The Visitors Center has incorporated audio stations in both its temporary and long-term exhibits as well as added computer interactive components, which have been made available on-line as virtual exhibits. The Capitol Visitors Center has utilized tablet technology in exhibits to deliver video and audio content. Visitor Services staff will use tablets while providing tours of the Governor's Mansion to show guests historic images in an effort to make the tours more engaging. In addition, some Visitors Center exhibits provide access to online content via QR codes embedded in exhibit panels. The Capitol Visitors Center website contains more than 20 pre-visit and post-visit lesson plans and teacher guides separated by grade level to assist educators with their field trips. All of these technological tools allow the agency to provide a more meaningful experience to Capitol visitors.

Capitol Visitor Services piloted a distance learning program via Skype for schools unable to visit the Capitol Complex. "Star of the Show" targeted Kindergarten-2nd grade students and focused on the importance of the Lone Star as a state symbol and to see how this symbol is represented throughout the Capitol. Capitol Visitor Services will continue to expand distance learning offerings in FY 2013 as well as plan for other initiatives such as in-school programs in FY 2014.

The Finance Division transitioned to the Sage MIP Accounting system in FY 2010. This is an internal accounting system that provides greater flexibility and transaction level detail than is available from the Uniform Statewide Accounting System (USAS). The MIP system upgrade has greatly improved the functionality and scope of the agency's accounting and financial reporting capabilities by bringing all SPB funds into a central database with a common chart of accounts and reporting platform. The MIP upgrade has also provided safeguards to prevent processing errors which could result in audit issues. Duplication of effort, and the associated inherent errors, has been virtually eliminated due to the automation of many manual processes. The MIP *User Defined Fields* feature has enabled the agency to develop agency-specific and fund-specific coding elements that provide consistent financial information across a variety of funds and fund types. The MIP upgrade has significantly enhanced the ability to provide accurate and timely financial information to agency management as well as external entities.

The Retail Division of the agency has upgraded its point-of-sale system (POS) for use in the Capitol and Museum retail stores. This upgrade included many new features to allow for greater reporting flexibility and online tracking of current information and will allow for the upgrade of the ecommerce platforms. Efforts are currently underway to upgrade the ecommerce platform to enhance the architecture of the online stores for the Capitol Gift Shop and the Bob Bullock Texas State History Museum store. These upgrades will ensure the highest security under PCI Compliance rules; offer a more powerful and flexible "search" function for online customers; allow online store customers access to other agency programs and events; support faster and more efficient processing of orders; and support additional communication to customers such as order tracking and online merchandise returns.

The Facilities Management division of the agency uses maintenance tracking software to follow maintenance requests from building occupants, preventive maintenance schedules, and equipment inventories in the buildings it maintains. The software provides detailed maintenance histories of all facilities equipment and allows the agency to easily compile complex information for required reports and necessary tracking. Information in the facilities database can be linked to architectural drawings of the buildings to provide needed information for technicians in the field. The Facilities Management System was upgraded in 2007 and is performing well. Due to software/hardware changes or obsolescence, the agency upgraded the dimming system in the Capitol Extension, the buildings' fire alarm systems, and added the Capitol Visitors Center and Capitol Visitors Parking Garage to the current monitored system. The Facilities division has also replaced traditional paper towel dispensers in the Capitol and Capitol Extension restrooms with automated touchless towel dispensers. This change has cut towel waste and the associated labor to refill the dispensers.

While the Governor's Mansion will significantly increase the workload of the Facilities Division, the agency looks forward to maintaining the sophisticated technology installed in the Mansion. This equipment includes ground source heat pump cooling and heating systems and solar collectors used for domestic hot water. The heat pump geothermal system will take heat from the building interior and pump it through a series of water filled pipes hundreds of feet below ground where the heat will be absorbed by the earth. The cooler water will then be returned to the heat pumps and the cycle of heat absorption repeated. In the winter months the heat pumps will reverse their flow and remove heat from the ground and transfer it into the building to provide heating. Ground source heat pumps may provide a cost savings of 40% when compared to traditional air to air heat pumps. The solar hot water system will provide 180 degree Fahrenheit potable water for use in the commercial dishwashers and other appliances. This water will be heated by the sun through the roof mounted vacuum collectors.

The agency maintains a website which provides information to the public about the agency. It includes information about the history of the buildings, the Capitol Visitors Center, public tour information, a virtual tour of the Capitol, agency employment and bid opportunities, maps, floor plans, photographs of the buildings and selected historic artifacts and other relevant information about the agency and the services it provides. The website includes self-guided Capitol Tours and self-guided Grounds Tours available in English, Spanish, French, Italian, German, Russian,

Japanese, Chinese and Korean. The Trail of Trees brochure, a guide to the twenty-five tree species found on the historic Capitol grounds and produced by the Texas Forest Service, is also available in these nine languages. The agency maintains separate websites for the Capitol Gift Shops, the Capitol Visitors Center, and the Museum. The Capitol Visitors Center website includes one of the Center's films, dramatic readings used in exhibits as well as an interactive rendering of the painting the *Battle of San Jacinto*, which hangs in the Capitol. The Gift Shop sites allow the public to view and purchase items from the agency's stores. The Museum website supports online ticket sales for the exhibits and theaters.

The agency has made plans to develop mobile interpretation for visitors at the Capitol Complex and the Museum. Mobile interpretation will include a mobile webpage to feature text, images, audio and video content. This will provide access to agency information and building content from any location and at any time. The mobile webpage will provide additional material to enhance interpretation for exhibits and collections for guests visiting all of these locations. The mobile plan includes a texting platform, which will permit visitors to sign in to receive information in real-time during their visit to the Capitol Complex and the Museum.

Capitol Visitor Services staff is working to implement material for social media outlets such as Facebook, Twitter and YouTube. These efforts will enhance communication with visitors both on-site and virtual guests. They will also provide additional content highlighting the history of the Capitol Complex and the on-going efforts of the agency to maintain the buildings and their contents.

The operations and programs of the Bob Bullock Texas State History Museum are thoroughly interfaced with technology, however, these systems are now more than ten years old and are rapidly being supplanted by newer versions in the industry. The Museum completed a program upgrade to the Point of Sale (POS) systems in October 2009 which required new POS stations and continues to upgrade its servers. The automated system allows us to maintain industry standards in ticketing, reservations, and personal identity protection for credit card transactions. The ticketing software also interfaces with a web-based application to allow timely modifications for our changing theater showtimes for on-line sales. In order to provide a better customer experience in the theaters and reduce paper consumables, the Museum will provide print-at-home tickets beginning in FY 2013. Hand-held ticket scanners and one (or two) access ports will modify our theaters to read the printed barcodes from a live database.

As we strive to improve the visitor experience, the Museum Marketing department is creating a new web site that will go live in late FY 2012. The new site will be more user-friendly, better represent the Museum's brand, and bring our capabilities up to date including: posting interviews, music and video clips on line and sharing podcasts of public programs. Beyond the web site, Marketing is also using the ever evolving social media networks (Facebook, Twitter) to communicate with the public.

Museum exhibit interactives support the exhibit content and education goals. We have strategically planned the reuse of interactivities developed for special exhibitions into the core exhibits (examples: 1. *Forgotten Gateway* activity "Could You Get In?" incorporated into the

"New Beginnings" area of the second floor and 2. *Texas Aviation Celebration* activity "Air Corps Cadet" incorporated into the A6 "Texan" area). Also, the Museum has purchased a camera and editing equipment to enable Museum tech staff to capture and edit HD format video for in-house produced media programming.

The Museum Theaters department is developing a new 4-D film entitled, *Desperate Voyage* that will accompany the new installation of the La Belle shipwreck in 2013. This will be the Museum's third film developed specifically for the Spirit Theater, the Museum's special effects and storytelling theater. Many components of the existing Spirit Theater infrastructure used in the presentation of our currently running features *Star of Destiny* and *Wild Texas Weather* will be upgraded for the new film including upgrades to the projection system to allow for increased playback capability of digital formats and streamlining of changeovers between our 4D theater mode and film playback mode.

VI. ECONOMIC VARIABLES

The strength of the economy has a direct impact on many aspects of the agency, especially retail and museum ticket revenues. In the challenging economic climate since 2008, the agency's Capitol and Museum retail stores have been required to reanalyze sales and marketing paradigms in order to remain productive and profitable. The U.S. cultural commerce industry has seen a decline in sales volume in all revenue areas: admissions to cultural venues, theaters, and food sales, in addition to retail. Since rising energy and food prices place a strain on discretionary income, domestic tourism has been reciprocally affected by these rising prices.

As the number of cultural venues increases in the immediate area that includes the Capitol Complex, downtown, and the University of Texas, visitors to this area have a greater number of choices when it comes to selecting a cultural venue to visit. This has specifically impacted the many school groups who visit the agency's sites in the Fall and Spring semesters. Many groups are trying to take advantage of the multiple opportunities this area has to offer, such as the Capitol, Capitol Visitors Center, the Bob Bullock Texas State History Museum, and Blanton Museum of Art. High fuel costs and other budget constraints continue to put pressure on school resources allocated for field trips; therefore, groups are visiting multiple attractions during one trip and scheduling less time for each venue. In response to this trend in visitation, the Museum has begun partnering with the Blanton Museum of Art, the Harry Ransom Center, the LBJ Library and Museum, and the Texas Memorial Museum to market and brand this area north of the capitol as a "cultural campus." Promoting the area as a destination for admission to cultural exhibits, film and live performance entertainment, shopping, and dining will allow us to capture a greater portion of group and individual's time and spending power.

The Museum's IMAX® Theatre has faced increased competition in the Austin market over the last 12 months. Two new digital IMAX theaters have opened in Austin which has reduced the Museum's feature film attendance and revenue numbers in FY 2012. As a result, the Museum has decided to show more IMAX educational films and be more selective in the feature films it will screen. The drop in film attendance has also impacted the Museum's revenue from parking

and concessions.

The strength of the economy has a direct impact on Museum revenues, specifically affecting attendance and therefore admission sales, Cafe income, and parking garage revenues. A soft, or unstable, job market also results in fewer new and renewed memberships, reduced or eliminated corporate support and a drop in facility rental bookings.

The agency's workforce is always affected by the economy. Our professional positions strive to be competitive with private industry to retain the level of expertise needed to effectively carry out the agency's Mission.

VII. IMPACT OF FEDERAL STATUTES/REGULATIONS

The National Park Service (Department of Interior) placed the Texas Capitol on the National Register of Historic Places in 1970, and designated the building a National Historic Landmark in 1986 for "significant contribution to American history." The Governor's Mansion was also designated as a National Historic Landmark in 1974. The State Preservation Board monitors federal regulations applicable to these designations.

Operating public buildings places a significant responsibility on the agency to closely monitor the Department of Justice's Americans with Disabilities Act (ADA) regulations and requirements. These regulations potentially impact the need for building and grounds changes and the use of funds appropriated for necessary modifications, while also affecting the delivery of visitors services.

The agency complies with all Federal and State statutes regarding employment and remains abreast of any changes that impact it.

The agency continues to address intellectual property issues involving its work at the Capitol Visitors Center, the Capitol and its grounds and contents, and the Museum and its grounds and contents. The vast majority of these issues are governed by Federal Copyright Law. The agency must contend with protection of its own copyrights as well as proper use of copyrights belonging to other entities.

VIII. OTHER LEGAL ISSUES

The broad scope of its functions requires the agency to enter into many contractual relationships including agreements for housekeeping, grounds keeping, and the maintenance of complex building equipment such as elevators and life safety systems for the Capitol and the Museum; retail contracts; film leases for the Museum's IMAX® Theatre; facility rental agreements; and interagency agreements with other state agencies. Throughout these and all of its other contracts, the agency addresses a wide variety of legal issues.

The ever-increasing array of desired public uses of the Capitol, Capitol Visitors Center and the Museum by individuals and entities both within and outside of Texas state government will continue to present the agency with legal concerns. In addition, the agency is working closely with the Department of Public Safety following the installation of metal detectors at the Capitol entrances and the attendant changes to how visitors enter the Capitol building.

As caretakers of the Capitol and Governor's Mansion, two of the state's highest profile properties, the agency routinely handles a high number of open records requests. Agency staff who are charged with responding to these requests engage in continuing education to stay abreast of changes to open government regulations.

IX. SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

Providing exceptional service to the critical populations identified throughout this External/Internal Assessment continues to be the overwhelming focus of the agency. Through its continually evolving Capitol Visitor Services programs, building preservation and maintenance initiatives, and compelling educational curriculum at the Bob Bullock Texas State History Museum, the agency strives to fulfill its stated mission. Continual evaluation and improvement is practiced at all levels of the agency.

In 2011 the agency began the Sunset Advisory Commission review process. Through the completion of the Self Evaluation Report and extensive follow-up discussions with Sunset Advisory Commission staff, the SPB had the opportunity to fully review and evaluate operations and programs. The resulting Staff Report issued by the Sunset Advisory Commission in March 2012 identified five issues and recommendations. Overall, the recommendations aim to better position the agency to address its expanded duties, diverse operations, and funding limitations. SPB staff found this review process to be very insightful and are currently working to implement the recommendations.

The agency recognizes that the majority of its key management staff is nearing retirement, eligible for retirement, or are return-to-work retirees. Impending retirements, compounded with turnover and attrition, may cause the agency to experience a significant loss of experienced staff in a short time frame. The agency must work to fully document important operational procedures for all departments. A succession plan must be developed and implemented to prepare for both anticipated and unanticipated departures of key staff. Additional information about the development of this needed succession plan is included in Appendix E, Workforce Plan.

The State of Texas is fortunate to have a historic Capitol that has undergone a detailed restoration and expansion into the modern underground Capitol Extension. The Bob Bullock Texas State History Museum also continues to be a state of the art facility, though constructed over ten years ago. However, as the equipment in the buildings ages, its ability to perform effectively and efficiently diminishes. The agency must contend with replacing capital assets within the buildings and must protect the preservation of the historic sites through on-going comprehensive maintenance. The agency will continue its efforts to maintain a proper balance between the use

of high-quality private contractors and in-house staff for maintenance and custodial services for the buildings, while striving to retain the same level of services despite continued budget cuts.

On the occasion of the Museum's 10th anniversary in 2011, staff and management took the opportunity to reassess the Museum's past successes and future opportunities. While previous planning efforts primarily focused on operational issues such as installing the permanent exhibition galleries, building the basic museum infrastructure, and meeting immediate annual budget needs, a new Strategic Plan was developed to address issues of long-term sustainability and growth. The five-year Plan introduces a series of major initiatives to secure the Museum as one of the leading history museums in the country with vibrant and engaging programs that explore the unique development, traditions, and cultures of Texas, as well as the larger impact of Texas on the story of America. These initiatives include: dramatically expanding programming and partnerships; creating a new brand identity and communications strategy; greater collaboration among peer institutions; and development of new sources of public and private support.

The agency has the unique ability among state government entities to generate income through its enterprise operations of the Capitol and Museum Gift Shops, food service operations, Capitol Visitors Parking Garage, Capitol Complex parking meters, and the Bob Bullock Texas State History Museum. Despite ongoing slow economic growth, opportunities to grow these revenue streams exist if the agency can continue to invest in its operations and offerings to attract new audiences. This is especially evident at the Museum as it seeks to fulfill its mission of serving a truly statewide audience through expanded programs and offerings that meet or exceed professional standards of excellence.

The staff members of the State Preservation Board are enthusiastic and dedicated professionals who are very knowledgeable and capable in their individual fields of expertise. The employees have developed a good rapport with user agencies and external customers. The staff look forward to the challenges ahead as they relate to continued preservation and maintenance of the buildings, collections, and grounds, providing visitor services and educational programs, and the operation of the Bob Bullock Texas State History Museum.

In the future, the agency will continue to focus on developing and fine-tuning its facility management component; customer services; visitor services and educational programming; curatorial and historical preservation issues relating to the buildings, their contents and grounds; as well as the operation of the Bob Bullock Texas State History Museum. The agency continues to strive to improve the documentation, dissemination and administration of its policies and procedures to provide a framework for the work that is being performed. The newest challenge faced by the agency will be the ongoing maintenance of the newly restored Texas Governor's Mansion.

The State Preservation Board is proud of its past accomplishments and intends to continue the hard work and dedication upon which those accomplishments are based.

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STATE PRESERVATION BOARD GOALS

- A. **GOAL:** Manage the State Capitol and other designated buildings, their contents and their grounds, and promote Texas history. [V.T.C.S., Government Code, Chapters 443 & 445]

- B. **GOAL:** Establish and carry out policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of historically underutilized businesses.

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**STATE PRESERVATION BOARD
OBJECTIVES AND OUTCOME MEASURES;
STRATEGIES AND OUTPUT, EFFICIENCY,
AND EXPLANATORY MEASURES**

A. GOAL: Manage the State Capitol and other designated buildings, their contents and their grounds, and promote Texas history. [V.T.C.S., Government Code, Chapters 443 & 445]

A.1. OBJECTIVE: Preserve and maintain 100% of the State Capitol and other designated buildings, their contents and their grounds.

Outcome Measures:

- Percent of Maintenance Tasks Completed Correctly
- Percent of Housekeeping Tasks Completed Correctly
- Percent of Surveyed Capitol Facilities Customers Expressing Overall Satisfaction with Services Received
- Percent of Historical Items Maintained in Usable Condition

A.1.1. Strategy: Preserve the State Capitol and other designated buildings, their contents and their grounds.

Output Measure:

- Number of Repairs and Restorations of Historical Items Completed

Efficiency Measures:

- Average Cost per Repair of Historical Items Completed
- Average Cost Per Restoration of Historical Items Completed

A.1.2. Strategy: Maintain the State Capitol and other designated buildings, their contents and their grounds through the use of agency resources and private contracts.

Output Measures:

- Number of Responses for Maintenance Services
- Number of Responses for Housekeeping Services
- Number of Preventive Maintenance Tasks Completed

- Number of Grounds Care Tasks Completed

Efficiency Measures:

- Cost Per Building Square Foot of Custodial Care
- Cost Per Acre of Grounds Care
- Average Number of Days to Respond to a Service Request

Explanatory Measure:

- Percent of Facilities Contract Terms Met

A.2. OBJECTIVE: Manage 100% of the organized programs dedicated to educating visitors and Texas schoolchildren and manage the Bob Bullock Texas State History Museum.

A.2.1. Strategy: Manage an educational program focusing on the history of the State Capitol, other designated buildings, their contents and their grounds.

Output Measures:

- Number of School-Age Tours Conducted at the Visitors Center
- Number of Visitors to the Capitol Visitors Center
- Number of Persons Participating in Tours
- Number of School-Age Tours Conducted at the Capitol

A.2.2. Strategy: Manage and operate the Bob Bullock Texas State History Museum.

Output Measure:

- Number of Museum Programs Conducted

Explanatory Measures:

- Number of visitors to the Museum
- Number of school student visits to the Museum
- Number of theater tickets sold
- Number of Museum facility rentals
- Revenue received from Museum operations
- Revenue received from Museum Memberships
- Number of Distance Learning Participants

A.3. OBJECTIVE: Increase by 5% the income generated from *[non-Museum]* agency enterprises and dedicate all proceeds to educational programs, the historical collection and the

preservation of the buildings and their contents.

A.3.1. Strategy: Manage Capitol events, exhibits, and activities and operate profitable enterprises.

Output Measures:

- Number of Events, Exhibits, and Activities Scheduled and Managed

Explanatory Measures:

- Percent Change in Revenues
- Revenue from Licensed Vendors in the Capitol
- Revenue from Parking Meters
- Net Income from the Capitol Gift Shops
- Net Income from Visitors Parking Garage

B. GOAL: Establish and carry out policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of historically underutilized businesses.

B.1 OBJECTIVE: Include historically underutilized businesses (HUBs) in at least 20% of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting.

Outcome Measure:

- Percent of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to HUBs

B.1.1 Strategy: Develop and implement a plan for increasing the use of historically underutilized businesses through purchasing and public works contracts and subcontracts.

Output Measures:

- Number of HUB Contractors and Subcontractors Contacted for Bid Proposals
- Number of HUB Contracts and Subcontracts Awarded
- Dollar Value of HUB Contracts and Subcontracts Awarded

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TECHNOLOGY RESOURCE PLANNING

Part 1: Technology Assessment Summary

The key factors that will influence the agency's technology decisions over the next five years are the availability of funds and staff expertise to perform upgrades to existing programs and develop new programs expanding and enhancing access to agency services. The agency's planned technology solutions focus on the expansion of services available via the agency websites and other electronic means with the goal of broadening service offerings available to visitors to the Capitol, Capitol Visitors Center, and the Bob Bullock Texas State History Museum.

The State Preservation Board is fortunate to have an interagency contract with the Texas Legislative Council (TLC) to provide computer equipment and technical support. This relationship also allows the agency to benefit from being part of the legislative computer network used by both the House of Representatives and Senate. This shared infrastructure gives the agency access to TLC supported software, training, help-desk and other technical assistance, information management and network security. Access to the wealth of technological expertise at the Texas Legislative Council is critical for the agency to achieve its goals.

As outlined in the Technology Initiative Assessment and Alignment worksheets that follow, the agency has identified five technology initiatives for the next planning period: mobile interpretation for visitors to agency facilities; upgrade of the Capitol historic collections database; new and upgraded exhibit technology at the Bob Bullock Texas State History Museum; upgrade of the ecommerce platform for the agency's retail operation; and the establishment of a fiber optic link between agency facilities.

A summary of the planned and current technology initiatives and related agency objectives and State Strategic Plan for Information Resources Management strategies follows in Part 2 of this section.

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Part 2: Technology Initiative Alignment

1. Initiative Name: Mobile Interpretation	
2. Initiative Description: Brief description of the technology initiative.	
Develop and maintain service for mobile telephone based interpretation of the Capitol, Capitol Grounds, Capitol Visitors Center, Governor's Mansion, and the Bob Bullock Texas State History Museum. Mobile interpretation will include audio tours, text messaging for visitor alerts, and a mobile website.	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name: N/A	Status: N/A
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
<p>A.1. OBJECTIVE: Preserve and maintain 100% of the State Capitol and other designated buildings, their contents and their grounds.</p> <p>A.2. OBJECTIVE Manage 100% of the organized programs dedicated to educating visitors and Texas schoolchildren and manage the Bob Bullock Texas State History Museum.</p>	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
<ul style="list-style-type: none"> • P6 – Mobility • P8 – Open Data • P10 – Social Media 	
6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:	
<ul style="list-style-type: none"> • Connect – expanding citizen access to services • Innovate – leveraging technology services and solutions across agencies • Trust – providing a clear and transparent accounting of government services and data • Deliver – promoting a connected and agile workforce 	
Connect - This initiative will increase the amount of information available to all visitors interested in the State Preservation Board.	

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Citizen/customer satisfaction will be increased with the additional options to tour the agency's attractions and receive information about agency programs.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

Barriers - The Capitol Complex and Texas State History Museum have public access WiFi but the signal is weak in some locations including areas of the Museum, Capitol Visitors Center, Capitol and on the Capitol Grounds. The agency currently lacks trained personnel in developing and updating mobile web content.

1. Initiative Name: Upgrade of Capitol historic collections database.	
2. Initiative Description: Brief description of the technology initiative.	
Upgrade the current database of the agency's collection of historic Capitol furnishings and decorative arts to one designed to manage museum artifacts and develop an online component to allow visitors to the agency's website the ability to view the collection online.	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name: N/A	Status: N/A
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
A.1. OBJECTIVE: Preserve and maintain 100% of the State Capitol and other designated buildings, their contents and their grounds.	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
<ul style="list-style-type: none"> • P8 – Open Data 	
6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:	
<ul style="list-style-type: none"> • Connect – expanding citizen access to services • Innovate – leveraging technology services and solutions across agencies • Trust – providing a clear and transparent accounting of government services and data • Deliver – promoting a connected and agile workforce 	
<p>Connect - This initiative will increase the amount of data available to all customers.</p> <p>Trust - This project will provide virtual access to artifacts.</p>	
7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:	
<ul style="list-style-type: none"> • Operational efficiencies (time, cost, productivity) • Citizen/customer satisfaction (service delivery quality, cycle time) 	

- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

The primary benefit will be an enhanced Capitol visitor experience and virtual access to artifacts that cannot be normally viewed by the public due to their location in the Capitol.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

Capabilities: Current staff will be a knowledgeable resource in the planning and execution of the transfer of the existing collections database to a new system.

1. Initiative Name: New Exhibit Technology Components	
2. Initiative Description: Brief description of the technology initiative.	
<p>There are several major technology components planned for the La Belle exhibit opening at the Bob Bullock Texas State History Museum in late 2013. New technology components include: Digital reader rails using touch pad technology that will be compatible with visitor smart phones; hand-held touch pad units for visitor check-out/use; creation of a comprehensive exhibit website with integrated social media components; and production of a 4D film to be shown in the Museum's Spirit Theater. The Theater's show control technology and media components will also be upgraded to accommodate the new film.</p>	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name N/A	Status N/A
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
<p>A.2. OBJECTIVE: Manage 100% of the organized programs dedicated to educating visitors and Texas schoolchildren and manage the Bob Bullock Texas State History Museum.</p>	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
<p>P6 - Mobility P10 - Social Media</p>	
6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:	
<ul style="list-style-type: none"> • Connect – expanding citizen access to services • Innovate – leveraging technology services and solutions across agencies • Trust – providing a clear and transparent accounting of government services and data • Deliver – promoting a connected and agile workforce 	
<p>Connect - The new website will allow off-site visitors to experience the new exhibit.</p>	

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

The primary benefit will be an enhanced visitor experience at the Museum.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

Capabilities: The Museum has exhibit technical staff who are highly qualified to maintain advanced and expanded media systems.

Barriers: The Millennial generation has incredibly sophisticated expectations. An additional staff position must be created and successfully filled within existing budget constraints to anticipate and respond to these expectations to maintain this crucial constituency.

1. Initiative Name: Upgrade Ecommerce Platform	
2. Initiative Description:	
<p>The Retail Division of the agency will upgrade the ecommerce platform to enhance the architecture of the online stores - Capitol Gift Shop and Bob Bullock Texas State History Museum store. Upgrades will ensure the highest security under PCI Compliance rules; offer a more powerful and flexible "search" function for online customers; allow customers access to other agency events and programs ; support faster and more efficient processing of orders; and support additional communication options for customers, such as order tracking and online returns.</p>	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name N/A	Status N/A
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
<p>A.3. OBJECTIVE: Increase by 5% the income generated from [non-Museum] agency enterprises and dedicate all proceeds to educational programs, the historical collection and the preservation of the buildings and their contents.</p>	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
<p>P9 – Security and Privacy</p>	
6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:	
<ul style="list-style-type: none"> • Connect – expanding citizen access to services • Innovate – leveraging technology services and solutions across agencies • Trust – providing a clear and transparent accounting of government services and data • Deliver – promoting a connected and agile workforce 	
<p>Connect - The enhanced ecommerce platform will expand services offered to customers of the online stores.</p>	

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Operational efficiencies - The new ecommerce platform will allow staff to more efficiently target customers and once an order is placed, provide more efficient and faster processing of the order.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

Barriers: Additional software and licenses must be purchased to fully realize all the benefits of the upgrade.

1. Initiative Name: Fiber Optic Link	
2. Initiative Description:	
Installation of a fiber optic connection between the Texas Governor's Mansion and the Capitol Complex (replacing DSL modem lines).	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name N/A	Status N/A
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
A.1. OBJECTIVE: Preserve and maintain 100% of the State Capitol and other designated buildings, their contents and their grounds.	
5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P4 - Infrastructure P7 - Network	
6. Guiding Principles: As applicable, describe how the technology initiative will address the following statewide technology guiding principles:	
<ul style="list-style-type: none"> • Connect – expanding citizen access to services • Innovate – leveraging technology services and solutions across agencies • Trust – providing a clear and transparent accounting of government services and data • Deliver – promoting a connected and agile workforce 	
<p>Connect - Enhanced connectivity abilities will allow for advanced communications, like teleconferencing.</p> <p>Innovate - Consolidated telecom services for multiple agencies.</p> <p>Trust - Enhanced connectivity abilities will allow for quicker connections for monitoring of critical utilities and building control systems.</p> <p>Deliver - Enhanced connectivity abilities will allow the executive leader better access to the Governor's Office network.</p>	
7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology	

initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Operational efficiencies (time, cost, productivity): All telecom services are now consolidated, reducing cost to all agencies involved. The greater connectivity will allow for more efficient use of staff time.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement the technology initiative.

This technology is currently being implemented as part of the Governor's Mansion Restoration Project.

APPENDIX A
DESCRIPTION OF AGENCY'S PLANNING PROCESS

The State Preservation Board staff began reviewing the *Instructions for Preparing and Submitting Agency Strategic Plans* and the previous Strategic Plan in March 2012 to identify the agency's strengths and weaknesses and areas that needed revising and/or supplementing due to changes in operations and/or new initiatives. Each division director's comments were solicited and reviewed. Agency division directors were responsible for input from their respective stakeholders, both staff and customers.

Based upon division director comments, a working draft of the agency's updates to goals, objectives, strategies, and measures was prepared and forwarded to the Legislative Budget Board (LBB) and the Governor's Office of Budget, Planning and Policy (GOBPP) for their review. Communications sessions between agency staff, LBB, and GOBPP were ongoing throughout the process to finalize the structure. A revised structure was developed by LBB and GOBPP and presented to the agency for execution.

Based on input received from division directors and other key staff, a working draft of the entire Strategic Plan was prepared for final review and approval by the agency Executive Director.

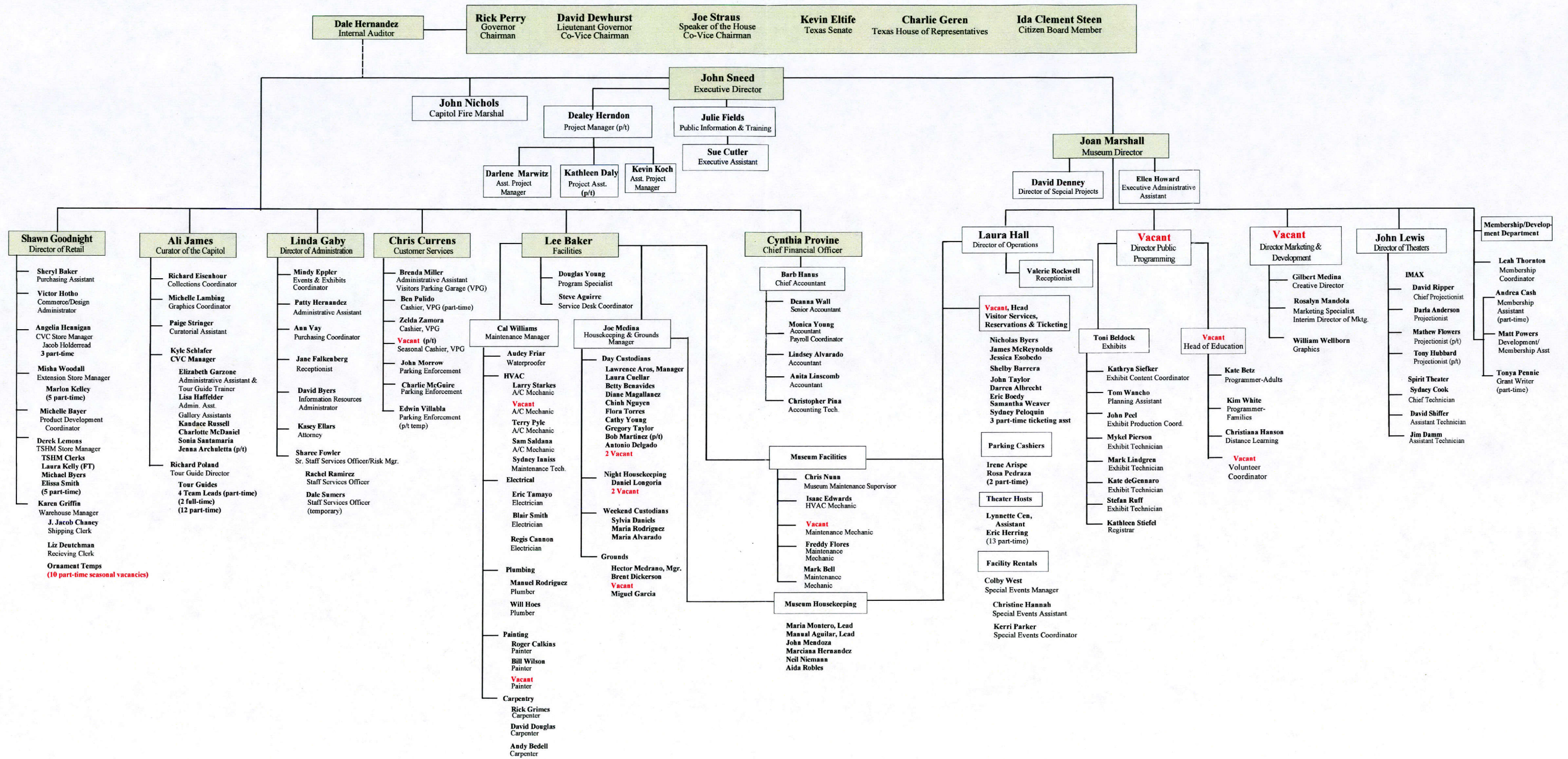
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APPENDIX B
CURRENT ORGANIZATIONAL CHART

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State Preservation Board



As of June 11, 2012



APPENDIX C
FIVE-YEAR PROJECTIONS FOR OUTCOMES

Outcomes	2013	2014	2015	2016	2017
Percent of maintenance tasks completed correctly	98%	98%	98%	98%	98%
Percent of surveyed Capitol facilities customers expressing overall satisfaction with services received.	98%	98%	98%	98%	98%
Percent of housekeeping tasks completed correctly	97%	97%	96%	96%	96%
Percent of historical items maintained in usable condition	97 %	97 %	97 %	97 %	97 %
Percent of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to HUBs	14%	14%	14%	14%	14%

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APPENDIX E WORKFORCE PLAN

I. OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

Agency Mission

The State Preservation Board preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building, other designated buildings, their contents and their grounds; preserves and maintains the Texas Governor's Mansion; and operates the Bob Bullock Texas State History Museum. We provide educational programs centered on Texas history. These services benefit the citizens of Texas and its visitors.

Agency's Strategic Goals and Objectives

GOAL A: Manage the State Capitol and other designated buildings, their contents and their grounds, and promote Texas history.

Objective: Preserve and maintain 100% of the State Capitol and other designated buildings, their contents and their grounds.

Objective: Manage 100% of the organized programs dedicated to educating visitors and Texas schoolchildren and manage the Bob Bullock Texas State History Museum.

Objective: Increase by 5% the income generated from [non-Museum] agency enterprises and dedicate all proceeds to educational programs, the historical collection and the preservation of the buildings and their contents.

GOAL B: Establish and carry out policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of historically underutilized businesses.

Objective: Include historically underutilized businesses (HUBs) in at least 20% of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting.

Agency's Core Functions

The agency's core functions are reflected through the work of its seven divisions: Facilities, Customer Services, Retail, Curatorial and Visitor Services, Finance, Administration, and the Bob Bullock Texas State History Museum. Each division of the agency is responsible for complex programs and special projects, services and ongoing functions. From highly skilled, experienced and well-trained Facilities maintenance specialists to Museum and Capitol Visitor Services staff and programs, and the revenue generating functions performed by Retail and Capitol Visitors Parking Garage staff, the agency targets, selects and assigns its workforce in such manner that enables the State Preservation Board to fulfill its legislatively mandated mission and successfully meet its performance measures and targets.

Anticipated Changes to Agency Mission, Strategies and Goals (5 Years)

Through its historical vision to preserve, protect and manage the Texas Capitol and other significant buildings, the Texas Legislature has made clear its intent to preserve Texas history by planning well into the future. While the 80th and 81st Legislatures expanded the scope of the agency's preservation, maintenance, and restoration duties to include the Governor's Mansion and grounds, this duty fits within the framework of the existing mission, strategies and goals. Accordingly, the agency does not anticipate any significant changes to its mission, strategies and/or goals in the near future.

The agency's Executive Director and its senior management team remain focused on continuing to attract, motivate and retain a highly skilled workforce that is able to work with building occupants, international and domestic tourists, legislators, students, teachers and contractors who seek to become business partners with the State Preservation Board.

II. CURRENT WORKFORCE PROFILE

Workforce Demographics

As of May 1, 2012, the State Preservation Board had a total headcount of 212 employees. The following tables profile the agency's workforce, including both full-time and part-time employees. The agency's workforce is nearly evenly divided among females and males. Over 39% of the agency's staff is 50 years or older. Employee tenure with the agency breaks down as follows:

- 64% of the workforce has 5 years or less tenure with the agency;
- 13% has 6 - 10 years of experience; and
- 22% of employees have 11 or more years of service with the agency and broad institutional knowledge.

To prevent a disparity in knowledge and experience levels within the next five years, succession planning strategies must address transfer of institutional business knowledge and professional expertise.

Work Force Breakdown

	Gender	
	Number of Employees	Percent of Employees
Male	108	51%
Female	104	49%

Source: Uniform Statewide Payroll System

Age		
	Number of Employees	Percent of Employees
20 - 29 years	45	21.2%
30 - 39 years	41	19.3%
40 - 49 years	43	20.3%
50 - 59 years	55	25.9%
60 + years	28	13.2%

Source: Uniform Statewide Payroll System

Agency Tenure		
	Number of Employees	Percent of Employees
Less than 2 years	58	27.3%
2 - 5 years	78	36.8%
6 - 10 years	29	13.7%
11 - 15 years	41	19.3%
16 years +	6	2.8%

Source: Uniform Statewide Payroll System

Employee Ethnicity by EEO Job Category				
Job Category	Total Positions	Minority Workforce Percentages		
		African American	Hispanic	Female
Officials/Administration	36	8.3%	16.7%	63.9%
Professional	10	0%	10%	70%
Technical	4	0%	0%	0%
Administrative Support	100	12%	15%	55%
Service/Maintenance	25	12%	64%	48%
Skilled Craft	28	10.7%	21.4%	14.3%
Paraprofessionals	7	0%	0%	42.8%
Protective Service	2	0%	0%	0%

Source: Uniform Statewide Payroll System

Employee Turnover

The agency's turnover rate continues to be higher than the statewide average. In FY 2011, 79% of the agency's turnover was in the low-paying Clerk and Administrative Assistant positions. These positions are predominately represented in the Capitol and Museum Visitor Services departments and in the agency's retail operations. 35% of the Clerk/Administrative Assistant turnover was due to the need for seasonal or temporary positions. The agency hires temporary seasonal employees to meet tourism demands at the Capitol and Capitol Visitors Center, summer educational projects at the Museum, and to assist with holiday sales in the highly successful Capitol ornament program.

The agency's workforce profile for entry level visitor services/tour guide, Museum theater hosts and retail positions is predominately populated by younger college students who seek part time and temporary employment while in school. Due to agency budget necessities, these are low paying positions that unfortunately result in a highly transitory workforce. Not unlike the retail and entertainment industries in the private sector, however, reduced retention is a part of doing business. Stores, theaters and tourist attractions face similar recruitment, scheduling and employee retention challenges.

Overall Turnover

Fiscal Year	SPB	Statewide
2011	22.9%	16.8%
2010	16.6%	14.6%
2009	20.1%	14.4%
2008	33.6%	17.3%
2007	40.7%	17.4%

Source: SAO Electronic Classification Analysis System (E-Class); SAO "An Annual Report on Classified Employee Turnover" (for respective fiscal years).

Turnover by Classification Job Series, FY 2011

Classification Job Series	Total Terminations
Clerk	38
Administrative Assistant	11
Program Supervisor	2
Attorney	1
Computer Operations Specialist	1
Custodian	1
Electrician	1
Equipment Maintenance Tech.	1
Exhibit Technician	1
Grant Coordinator	1
Graphic Designer	1
Groundskeeper	1
HVAC Mechanic	1
Program Specialist	1

Source: SAO Electronic Classification Analysis System (E-Class) FY 2011 Data.

Consistent with the majority of the agency's turnover coming from temporary and/or entry level positions, in FY 2011 53% of the terminated employees left the agency with less than two years of service as indicated by the "Turnover by Length of Service" table shown on the next page. A high turnover rate for less-tenured staff has been an ongoing challenge for the agency.

Turnover by Length of Service with SPB

FY	Total Terminations	Less than 2 Years	2 - 4 Years	5 - 9 Years	10 - 14 Years	15 - 19 Years	20 - 24 Years
2011	62	33	18	6	4	1	0
2010	48	31	10	3	4	0	0
2009	51	35	10	5	1	0	0
2008	84	59	13	9	3	0	0
2007	95	61	21	11	1	1	0

Source: SAO Electronic Classification Analysis System (E-Class)

Retirement Eligibility

During this workforce planning cycle (FY 2013 - FY 2017), forty-one employees, or 19.3% percent of the agency's workforce will have achieved retirement eligibility under the "Rule of 80". This includes three employees who are return-to-work retirees. Seven of these retirement eligible employees occupy key management positions within the agency. The loss of employees due to retirement is, and will continue to be, a critical issue facing the agency. The loss of institutional business knowledge and expertise in key management and senior-level positions, coupled with normal attrition, poses a critical workforce dilemma for the agency. It is important to ensure that this technical knowledge and organizational experience is not lost. The following chart examines the potential loss of employees due to retirements.

Retirement Eligibility (Rule of 80)

Fiscal Year	# of Staff Eligible to Retire	Percent of Total Agency Employees
2013	14	6.6%
2014	4	1.9%
2015	8	3.8%
2016	7	3.3%
2017	8	3.8%
Total Possible Retirements	41	19.3%

Source: Uniform Statewide Payroll System

Critical Workforce Skills

Although the agency has many qualified and talented employees, there are a number of critical skills that are necessary for the agency to operate efficiently. The State Preservation Board could not effectively conduct basic business operations without these skills:

- Customer service
- Effective communication (verbal and written)
- Computer proficiency (ranging from basic entry level skills to highly skilled technology specialists)

- Research, planning and analysis
- Personnel management
- Contract management
- Accounting
- Facilities planning and management, including advanced technical skills, complex construction and historic preservation methods
- Records and collections administration
- Texas history
- Museum management
- Marketing, including tourism promotion and management
- Education, training and presentation skills
- Special event planning and management
- Sales, merchandising and product development

III. FUTURE WORKFORCE PROFILE

Expected Workforce Changes

The SPB does not currently anticipate changes to the agency's critical functions needed to achieve the goals of the FY 2013 - FY 2017 Strategic Plan. However, as new technology is applied to agency processes, certain job functions may be performed differently, requiring greater computer proficiency.

Anticipated Increase/Decrease in Number of Employees Needed

At a minimum, current staffing levels must be maintained. Any decrease in staffing would significantly impact the agency's ability to perform required services. Current staff is able to maintain existing service levels, but attrition creates overload and leads to backlogs and diminished customer service.

Future Workforce Skills Needed

As the agency increasingly utilizes technology to streamline processes, meet the demands of customers and provide more efficient services, additional skills may be required for a future SPB workforce. Needed skills might include more advanced computer-related skills including knowledge of advanced building technology and automation systems.

Gap Analysis

The State Preservation Board currently has sufficient staff and expertise to accomplish the agency's mission, goals and objectives. However, impending retirements, compounded with turnover and attrition, may cause the agency to experience a significant loss of experienced staff in a short time frame. The primary gap that must be addressed between the agency's current workforce supply and future demands is in transferring institutional business knowledge and

technical expertise.

IV. STRATEGY DEVELOPMENT/WORKFORCE SOLUTIONS

Recruit and Retain the Right Employees for the Job

Recruiting motivated and qualified workers is the cornerstone of building a quality workforce. Retaining those same employees in a competitive market remains a continuing challenge. The agency must take responsibility to recruit quality workers, recognize excellent performance and provide developmental opportunities. The SPB must provide access to quality training and professional development programs for all staff. Training must focus on agency and division critical skills, competencies and technical requirements.

Action Steps

- Identify classification job series with the highest turnover and implement recruitment and retention strategies for these positions.
- Further develop the new employee orientation and training program as part of the retention strategy.
- Implement more cross-training opportunities within divisions to ensure continuity of business functions and processes.
- Develop career paths that cross division lines and market as opportunities to develop additional skills and increase advancement possibilities.
- Create programs that allow employees who are seeking new challenges to work on special projects, rotations, and/or developmental assignments.
- Use pay incentives to attract and retain staff.
- Adjust salaries within assigned pay ranges for employees in positions that are either critical or key functions or that have high turnover rates.
- Create formal rewards and recognition programs and activities within divisions.
- Promote the use of non-monetary rewards for exceptional performance (e.g. Administrative Leave for outstanding performance, etc.)

Develop and Implement a Succession Plan

The agency is in the process of developing a succession plan to prepare for both anticipated and unanticipated departures of key staff, including identifying positions critical to SPB's operations and establishing a comprehensive strategy for preparing new staff to assume these responsibilities. A well-developed succession plan will reposition the SPB to address future staffing needs from current resources and ensure continuity of leadership. As part of the succession plan, the agency will embark on an ambitious plan to ensure that key duties and procedures are formally documented and regularly updated in writing. Documenting current practices will allow the agency to record valuable knowledge and expertise before staff leave, providing an effective tool to train new staff.

Action Steps

- Identify mission critical agency positions (key positions).
- Build a job profile for each key position, develop an inventory of possible candidates and design a developmental plan for each candidate.
- Develop a method to document transfer of institutional knowledge.
- Formally document and regularly update operating procedures for all programs.
- Develop job aids to assist staff to perform tasks accurately, including checklists and reference guides.
- Conduct "lessons learned" meetings immediately after an event or project.
- Allow employees to work closely with key staff members.
- Allow employees to "shadow" other employees who are leaving.
- Develop and implement an agency-wide staff training and development program.

APPENDIX F

SURVEY OF ORGANIZATIONAL EXCELLENCE

State Preservation Board last participated in the biennial Survey of Employee Engagement (SEE) conducted by the School of Social Work at The University of Texas at Austin in the Fall 2010. Use of this survey follows an important trend in the business world to implement a method to determine how employees view their organization's cultural strengths and weaknesses. The purpose of the survey is to gauge employee attitudes on a range of issues in the workplace and to institute improvements or changes based on this feedback.

The SEE has 14 Constructs which capture the concepts most used 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. Climate indicators were also evaluated and included: Atmosphere; Ethics; Fairness; Feedback; and Management.

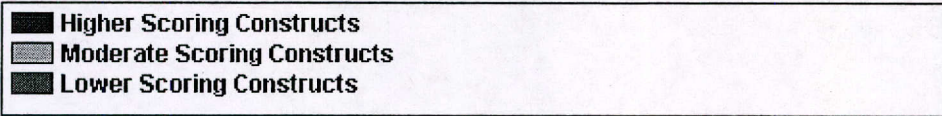
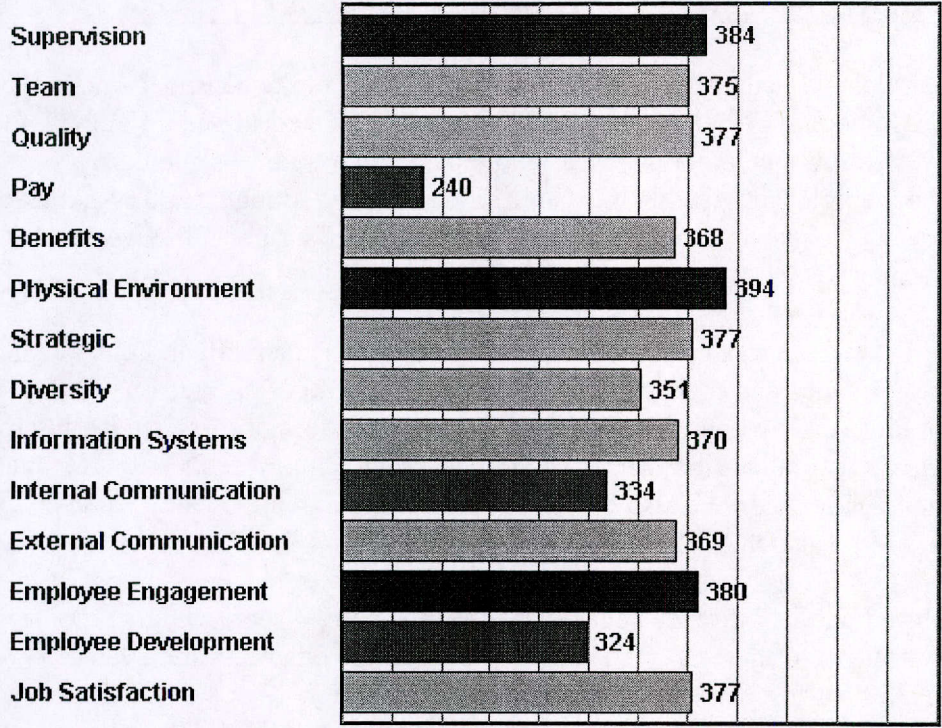
Each construct is displayed on the following page with its corresponding score. Highest scoring constructs are areas of strength for the SPB while the lowest scoring constructs are areas of concern. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the agency.

2010 Survey Analysis

The agency had a 58% response rate, which is considered average. Average rates mean that many employees have a reasonable investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization. This was up from a 45% participation rate from when the survey was first conducted in 2007. The data tables that follow show the agency's scores.

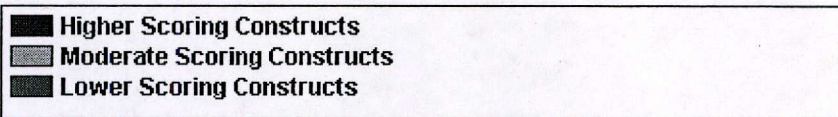
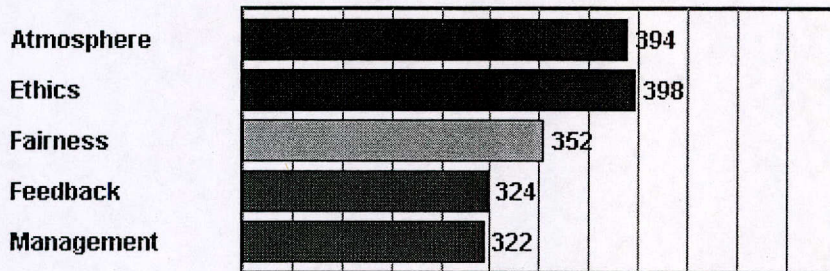
Constructs

Score
200 225 250 275 300 325 350 375 400 425 450 475 500



Climate

Score
200 225 250 275 300 325 350 375 400 425 450 475 500



Areas of Substantial Strength (rated favorably by staff):

- **Ethics** - SPB staff are perceived as ethical in their behavior and that ethical violations are appropriately handled.
- **Physical Environment** - Employees view their work setting positively and feel safe and that adequate tools and resources are available.
- **Atmosphere** - Employees see the agency climate as free of harassment.
- **Supervision** - Employees view their supervisors as fair, helpful, and critical to the flow of work.
- **Employee Engagement** - Employees view themselves as possessing satisfactory levels of engagement and supervisors are seen as fair, helpful and provide people the room to achieve quality results.
- **Quality** - Employees perceive that quality principles, such as customer service and continuous improvement, are a part of the SPB culture.
- **Strategic** - Employees feel that the agency responds well to external influences including those which play a role in defining mission, services and products provided by the agency.
- **Job Satisfaction** - Employees are satisfied with the overall work situation.
- **Team** - Employees perceive that the agency environment supports teamwork.

Areas of Agency Concern (rated unfavorably by staff):

- **Pay** - The pay questions on the survey address how well the agency compensation package "holds up" when compared to similar jobs in other organizations. This low score suggest that pay is a central reason for employee discontent.
- **Employee Development** - Employee development looks at the priority given to employees' personal and job growth needs. Our low score in the category suggests staff feel stymied in their general growth in education and job competence.
- **Internal Communication** - The internal communication questions looks at the agency's communication flow from top-down, bottom-up and across agency departments. While the score in this area was not horrible, it suggests that staff feel that information does not arrive in a timely fashion and often it is difficult to find the information needed.
- **Feedback** - Staff perceive that they are not getting the appropriate feedback so that improvement can occur.
- **Management** - Management is not seen as being accessible, visible or an effective communicator of information.

Action Plan

Since this was only the second time agency staff participated in the SEE, this information is primarily being used as a benchmark for future survey participation. Analysis was done to compare attitudes across agency divisions to identify areas of weakness. Detailed information about each division was shared with senior staff, including the head of each division.

Operational divisions were encouraged to meet with staff to review the results and discuss the perceived strengths and weaknesses.



