

State Preservation Board



STRATEGIC PLAN 2017-2021

The Honorable Greg Abbott
The Honorable Dan Patrick
The Honorable Joe Straus
The Honorable Kelly Hancock
The Honorable Charlie Geren
Iris H. Moore
John Sneed, Executive Director

June 24, 2016

AGENCY STRATEGIC PLAN

Fiscal Years 2017 - 2021

by

THE STATE PRESERVATION BOARD

<u>Board Member</u>	<u>Dates of Term</u>	<u>Hometown/Residence</u>
The Honorable Greg Abbott Governor, State of Texas Chairman	01/15 -	Austin
The Honorable Dan Patrick Lt. Governor, State of Texas Co-Vice Chairman	01/15 -	Houston
The Honorable Joe Straus Speaker, House of Representatives Co-Vice Chairman	01/09 -	San Antonio
The Honorable Kelly Hancock Texas State Senator	06/15 - 01/17	North Richland Hills
The Honorable Charlie Geren Texas State Representative	02/11 - 01/17	River Oaks
Iris H. Moore Citizen Member	05/15 - 02/17	Fort Worth

June 24, 2016

Signed: _____


John Sneed
Executive Director

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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 Bullock Texas State History Museum and the Texas State Cemetery. We provide educational programs centered on Texas history, government and culture. These services benefit the citizens of Texas and its visitors.

AGENCY GOALS AND ACTION PLAN

Operational Goal: Operate the Bullock Texas State History Museum offering exhibitions, programs, and films that illuminate Texas history and culture for the benefit of all Texans and visitors.

Goal Action Items:

1. By September 2018, complete the renovation of the Museum first floor galleries, featuring the shipwreck *La Belle*. Ongoing work includes offering the very best in historic artifact interpretation in all museum gallery spaces and exhibitions.
2. By October 2016, complete the renovation of the IMAX Theatre. Ongoing work includes optimizing and leveraging revenues to offset the museum's expenses.
3. Continue to offer a robust calendar of relevant and high quality educational programs and events that engage Texans and visitors in Texas history and culture. The museum's website, TheStoryofTexas.com, serves as a source of information on the museum and provides a statewide audience opportunity to access information on Texas history and culture.
4. By 2017, to optimize revenues, renovate the museum's cafe and retail store and install a new parking access and revenue control system in the museum's public parking garage.

Statewide Objective Support:

1. *Accountable to tax and fee payers of Texas.*

Museum ticket fees will remain reasonable to ensure all Texans have access to the museum. Robust earned revenue streams and fundraising from private sources represent the majority of funding generated to support the museum. State appropriations provides some support for operating expenses.

2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including the elimination of redundant and non-core functions.*

All museum administration and operations are mission-based and streamlined, designed to serve Texans and visitors. This includes funds to support the museum building, plaza, and grounds which needs to be a safe and welcoming environment for the public.

3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.*

All museum work is continuously evaluated to ensure exhibitions, films, and programs reflect best practice in the history museum field and are of the highest quality.

4. *Providing excellent customer service.*

The museum's goals are to offer the most meaningful museum experience for all visitors. This effort is reflected in the work of all staff members. The museum's website, TheStoryofTexas.com, allows all Texans and visitors to engage with the museum, regardless of their location.

5. *Transparent such that agency actions can be understood by any Texan.*

The museum exists to serve the public and encourage membership and repeat participation. The museum's website echoes this message to a statewide audience.

Additional Considerations Relevant to the Goal: The museum's biggest challenge is lack of sustained funding to support programming, staff salaries and benefits, and maintenance of the facility. Additional funding is required should an economic downturn prevent an end of fiscal year balanced budget if earned revenue or private fundraising goals are not achieved.

Operational Goal: Through the Capitol Gift Shops, Bullock Texas State History Gift Shop, and the online retail operation, provide a range of products that offer quality, value, and are relevant to the agency's goals of preserving and celebrating Texas history. The agency's goal is to maximize the earnings from the operation of the retail gift shops to provide revenue to fund the agency's preservation mandate and educational programs.

Goal Action Items:

1. Growth of E-Commerce business - The agency maintains separate websites for the Capitol Gift shops, the Bullock Texas State History Museum shop, and the Texas Service Awards sites. Each of these sites will undergo a complete redesign which will offer tremendous improvements to its e-commerce platforms and capabilities as well as provide an enhanced customer shopping experience. These redesigned sites are expected to be launched in early FY 2017.
2. Launch of new Point of Sale (POS) System for the Retail Division and partner stakeholders within the Agency - The new POS system will provide enhanced

efficiencies and organizational improvements. However, the main benefit will be greater overall visibility to business intelligence through improved centralized reporting capabilities. Implementation of the new system is planned for July 2016 with continuing development into FY 2017.

3. Renovate two retail stores - Capitol Extension store (early FY 2017) and Bullock Texas State History Museum store (mid FY 2017). The spaces will be redesigned and enhanced to improve fixture layouts and traffic flows within the stores to promote increased revenue and a better overall customer shopping experience.

Statewide Objective Support:

1. *Accountable to tax and fee payers of Texas.*
The retail division is a self-sustaining enterprise operation for the agency with 100% of net revenues supporting the care and preservation of the historic buildings, education initiatives and operations of the Bullock Texas State History Museum.
2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including the elimination of redundant and non-core functions.*
The retail goal looks to continuously streamline and improve overall operational efficiency. The introduction of improved systems will enhance business intelligence and improve customer service and experiences within the stores.
3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.*
Products offered within the stores and online are consistently evaluated to provide an assortment of Texas themed products which offer value and quality.
4. *Providing excellent customer service.*
The agency retail team prides itself on the effectiveness of its customer service efforts whether through customer interaction directly in the stores or through the web sites. In particular, the enhanced design of the new e-commerce platforms will provide improved ease of shopping online.
5. *Transparent such that agency actions can be understood by any Texan.*
The retail and online stores exist to serve all Texans to provide a customer service oriented environment which provides quality Texas related products.

Additional Considerations Relevant to the Goal: The retail division is currently reviewing staffing needs to better serve its customers both online and in the stores. In addition, while plans are underway to remodel two stores, the Capitol Visitor's Center store is also due to be updated and redesigned.

Operational Goal: Operate a facilities maintenance program that maintains agency facilities at a level of quality, efficiency, and reliability that reflects the expectations of all Texans who visit the State Capitol, Capitol Visitors Center, Capitol Visitor's Parking Garage, Governor's Mansion, Bullock Texas State History Museum, and Texas State Cemetery.

Goal Action Items:

1. By August 31, 2017, complete implementation of a self-service work order system for facilities service requests. Implementation of this system will allow for faster communication and response to external and internal customers while providing a real time tracking of work order activity, operation, and completion.
2. Maintain a five, ten, and twenty year plan for facility renewal projects that demonstrate the needs of all of the State Preservation Board managed and operated facilities. Examples of facility renewal projects to be completed during this planning cycle include modernization and upgrades to the Capitol and Capitol Extension elevators; upgrading/replacing Capitol and Capitol Extension HVAC systems and automation (Capitol Extension); replacement of the Capitol Extension carpet; replacement of the Capitol and Capitol Extension electrical transformers; and replacement of the fire system sprinkler pipes in the Capitol.
3. Systematically complete projects to maintain a renewal schedule that will provide long term operation, maintenance and preservation while minimizing unknown repair costs and down time of agency facilities.

Statewide Objective Support:

1. *Accountable to tax and fee payers of Texas.*
The agency focuses on long term reliability and efficiency in all aspects of facilities management to provide an extremely cost effective level of maintenance, repair and preservation that provides long lasting results for the State of Texas.

2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including the elimination of redundant and non-core functions.*

Agency facilities goals are property specific and inherently provide a direct initiative for following the goals of the agency, as well as the level of service required, and the level of historic finish and protection that must be maintained. Cost effective means and methods are used to determine expenses and redundant and wasteful practices are remedied or removed from the daily processes as they are identified. The agency's aggressive and comprehensive preventive maintenance program allows staff to identify and resolve problems on a planned schedule, rather than reacting to unexpected and expensive system failures that can interrupt important business functions.

3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.*

The agency facilities group is constantly measured and evaluated for opportunities to become more efficient and streamlined to provide quicker, efficient, and higher quality service to all customers while maintaining an extremely unique set of facilities.

4. *Providing excellent customer service.*

Customer service is the core goal of all facilities departments and the need to constantly improve is key to maintaining a noticeable level of success. Training, communication, and knowledge-base of all systems provides the ability to constantly improve and adapt.

5. *Transparent such that agency actions can be understood by any Texan.*

The operation of the State Preservation Board Facilities division is evident to all occupants and visitors to the facilities through the extremely clean and well maintained appearance and functionality of the properties.

Operational Goal: Through the operation of the Capitol Visitors Services division of the agency, provide improvements to general visitor services such as wayfinding and parking, and offer engaging general information and specialty tours to Capitol, Capitol Visitors Center and Governor's Mansion guests that places the Capitol Complex and its important historic structures into an educational context.

Goal Action Items:

1. Continue to provide building specific tours, as well as enhance specialty and seasonal tours, at the Capitol, Capitol Visitors Center and Governor's Mansion.

2. Ongoing development of digital resources through websites, social media and interactives to enhance education for on-site as well as virtual visitors about the important aspects of the properties and Texas history.
3. By October 2020, complete the renovation of the 1857 Capitol Visitors Center, including the exterior of the building and the updating of the interior exhibits programming to include STEM (science, technology, engineering and math) learning opportunities.
4. By December 2016, provide upgraded wayfinding and visitor services information for visitors. Signage and wayfinding will be redesigned and installed for the interior of the Texas Capitol and Capitol Extension, the Capitol Visitors Parking Garage's parking area and environs, the Capitol's Historic Grounds, the Governor's Mansion, and peripheral landscaped areas of the Texas Capitol and Capitol Visitors Center.
5. By the end of FY 2017, install a new parking access and revenue control system in the Capitol Visitors Parking Garage and replace select existing Capitol Complex parking meters with smart parking meters.

Statewide Objective Support:

1. *Accountable to tax and fee payers of Texas.*
Tours and admission to the Capitol, Capitol Visitors Center and Governor's Mansion will remain free to the visiting public. The systematic renovation of the historic Capitol Visitors Center will ensure its long term preservation and viability. The updated exhibits and programming will be especially helpful for the many schoolchildren and families who visit each year.
2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including the elimination of redundant and non-core functions.*
The Capitol Visitors Center building renovation is the first in nearly twenty-five years and is needed to maintain the safety of visitors and artifacts. Donated funds will be used to address the building's exhibit and program changes.
3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.*
Every day the Capitol Visitors Services division supports the fundamental agency mission of education. All staff work to exceed performance expectations. Review and evaluation of tours is ongoing and thorough. Staff members make use of analytics to

measure engagements with digital exhibits and programming as well as social media outreach.

4. *Providing excellent customer service.*

All Capitol Visitors Services staff work to put visitors first. Staff is trained to work with the public and provide an exceptional experience at all times. If a problem occurs, staff members work to correct it and share their experiences with colleagues. The department provides feedback opportunities for visitors to share their experiences and uses responses to improve customer service.

5. *Transparent such that agency actions can be understood by any Texan.*

Capitol Visitors Services staff are constantly engaged with and focused on the public. They are the face of the agency. The department continues to increase efforts to engage with Texans who do not visit on site through the use of digital content and programming as well as social media.

Additional Considerations Relevant to the Goal: The biggest challenge faced by Capitol Visitors Services is the need to increase the number of permanent staff due to increased number of tours and visitors. There is a need to reclassify staff to the Customer Service Representative classification to reflect the level of expertise needed. Over the last five years, all staff have been extremely well-trained including national tour certification for permanent staff. The department continues to see an increase in the number of tours and engagements with visitors. Funds are needed to increase staffing levels and expertise to continue to address the number of public Capitol and Governor's Mansion tours.

Operational Goal: Through the agency's curatorial department, continue the ongoing preservation, documentation, and interpretation of the historic Texas Capitol and Grounds including all artifact collections. The curatorial department is responsible for the care and maintenance of the ten historic spaces in the Capitol as well as the artifact collections including artwork, furnishings, decorative arts, photographs and ephemera.

Goal Action Items:

1. Continue to maintain the historic spaces in the Capitol including the renovation of the House of Representatives Chamber and Gallery by October 2016.

2. Continue to maintain artifact collections and provide information about them in a variety of formats including social media.
3. Continue to provide information about agency buildings and their histories in a variety of formats including social media.

Statewide Objective Support:

1. *Accountable to tax and fee payers of Texas.*
Although the Capitol renewal fund allows the agency to maintain the Capitol, some of the care, maintenance and interpretation of the buildings and collections are funded by the agency enterprise operations.
2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including the elimination of redundant and non-core functions.*
Restorations and routine repairs to collection items are undertaken before the problem becomes acute and thus more expensive. Because the collection is in use in the Capitol, it is important to keep the majority of it in working condition.
3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.*
The agency's curatorial department supports the fundamental agency mission of education and preservation every day. All staff work to exceed performance expectations.
4. *Providing excellent customer service.*
Although all curatorial staff members work with the visitor in mind, there is also a focus on Capitol occupants. Customer service includes the need to communicate well and fully with building occupant staff at all times.
5. *Transparent such that agency actions can be understood by any Texan.*
Curatorial staff are some of the most visible agency staff in the Capitol because they are often in the building working on projects the visiting public can easily view or assisting with interpretation in some way. They understand the need to share details of projects upon request.

Operational Goal: Operate the Texas State Cemetery as the State's preeminent cemetery, honoring and commemorating distinguished and notable Texans who have contributed significantly to the history and development of the state.

Goal Action Items:

1. By August 31, 2017, complete a new introduction video for the Cemetery Gallery to provide a brief introduction to the history and beauty of the Texas State Cemetery.
2. By August 31, 2017, complete a redesign of the Texas State Cemetery website.
3. Continue the monument conservation program, which identifies and maintains a proper maintenance and preservation schedule for all the bronze, marble, and other statuary and monuments at the Texas State Cemetery.

Statewide Objective Support:

1. *Accountable to tax and fee payers of Texas.*
Services are provided directly to the visiting public and are readily evident and available for anyone to see.
2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including the elimination of redundant and non-core functions.*
All Texas State Cemetery operations are based on providing the appropriate level of care to the facilities and grounds and services to the visiting public.
3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.*
All Texas State Cemetery operations are constantly scrutinized by the visiting public and internal performance measures.
4. *Providing excellent customer service.*
The dedication to providing customer service is reflected in the dedication of the cemetery staff and their low turnover rate.
5. *Transparent such that agency actions can be understood by any Texan.*
The goal of providing a final resting place for notable Texans and services to the visiting public are readily understood.

Additional Considerations Relevant to the Goal: A master plan for the cemetery is needed to identify future needs and challenges that will help ensure this facility continues to be one of the most exceptional historic cemeteries in the nation.

Operational Goal: Streamline the agency's support function processes in Finance, Procurement and Human Resources to reduce administrative burdens and improve work flow.

Goal Action Items:

1. By August 31, 2019, fully transition from the agency's current multiple software solutions that do not communicate with one another to the State of Texas Centralized Accounting and Payroll/Personnel System (CAPPS).
2. By August 31, 2018, fully migrate to CAPPS for Financials, including Accounts Payable, Asset Management, General Ledger/Commitment Control and Purchasing/eProcurement.
3. By August 31, 2019, fully migrate to CAPPS for Human Resources/Payroll functions.

Statewide Objective Support:

1. *Accountable to tax and fee payers of Texas.*
Transitioning to CAPPS will increase efficiency of processes and reduce staff time spent completing Financial, Procurement and Human Resources tasks.
2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including the elimination of redundant and non-core functions.*
Streamlining the agency's support functions will result in the elimination of redundant data entry that is necessary under the current systems.
3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.*
CAPPS implementation promotes efficiency and effectiveness by eliminating the use of multiple software solutions that do not communicate with one another. CAPPS will eliminate data re-entry, reduce human error and simplify procedures.
4. *Providing excellent customer service.*
CAPPS implementation will allow the agency to efficiently record and manipulate financial, procurement and human resources data, making it easier to be presented and

understood by external customers and enabling agency staff to provide self-service for many functions that currently require assistance from department staff.

5. *Transparent such that agency actions can be understood by any Texan.*

CAPPS implementation will put the agency on the same statewide accounting and HR systems used by other State of Texas government agencies, providing uniformity in processes across state government.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation	Why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
<p>Govt. Code 443.0101 (Capitol Fund)</p> <p>Govt. Code 443.0103 (Capitol Renewal Trust Fund)</p> <p>Govt. Code 443.0295 (Governor's Mansion Renewal Trust Fund)</p> <p>Govt. Code 445.012 (Museum Fund)</p> <p>Govt. Code 2165.2565 (State Cemetery Preservation Trust Fund)</p>	<p>The Capitol Renewal Trust Fund, Cemetery Fund, and Mansion Renewal Trust Fund are in the State Treasury earning depository interest. The Capitol Fund and Museum Trust Fund are at Treasury Safekeeping. This results in a lower rate of return.</p>	<p>Requires legislation. Funds could be deposited in TexPool or a separate pool for SPB funds could be created in Treasury Safekeeping to increase the rate of return on investment.</p>	<p>A higher rate of return will generate additional interest income.</p>
<p>Govt. Code 2101.0155</p>	<p>The required annual report of non-financial information contains duplicative information available in other reports or from other sources.</p>	<p>Since the required information is available in other reports or from other sources, the report required in Govt. Code 2101.0115 could be eliminated.</p>	<p>Eliminating this report will save staff time and reduce duplicate reporting of data.</p>

SUPPLEMENTAL SCHEDULE A

BUDGET STRUCTURE

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 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

A.1.2. Strategy: Maintain the State Capitol and other designated buildings and their grounds through 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

Efficiency Measures:

Cost Per Building Square Foot of Custodial Care

Cost Per Acre of Grounds Care

Average Number of Hours to Respond to a Service Request

Explanatory Measure:

Percent of Facilities Contract Terms Met

A.1.3. Strategy: Operate and maintain the Texas State Cemetery and grounds.

Output Measure:

Number of School-Age Tours Conducted at the Texas State Cemetery.

Efficiency Measure:

Cost Per Acre of Cemetery Grounds Care

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

A.2.1. Strategy: Manage an educational program focusing on Texas history and the historical 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 Capitol 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 users of the Museum's Statewide Education Outreach Initiative website.

Explanatory Measures:

Number of visitors to the Museum

Number of school student visits to the Museum

Revenue received from Museum operations

Number of Distance Learning Participants

Number of Museum Programs Conducted

Number of schools using the Museum's educational programs

A.3. OBJECTIVE: Increase by 5% the income generated from 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 Capitol Events, Exhibits, and Activities Scheduled and Managed

Explanatory Measures:

Percent Change in Revenues

Revenue from Licensed Vendors in the Capitol

Net Income from the Capitol Gift Shops

Income Received from Parking Operations

B. GOAL: Indirect Administration

B.1 OBJECTIVE: Indirect Administration

B.1.1 Strategy: Indirect Administration

SUPPLEMENTAL SCHEDULE B

LIST OF MEASURE DEFINITIONS

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 buildings, their contents and their grounds.

Outcome Measure:	Percent of Maintenance Tasks Completed Correctly
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Short Definition: Maintenance tasks completed correctly in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, the Bullock Texas State History Museum, the Governor's Mansion, the Texas State Cemetery and on their grounds expressed as a percentage of total tasks completed.

Purpose/Importance: This measure quantifies the agency's ability to provide quality assurance in performing maintenance duties and grades the agency's effectiveness in providing quality maintenance services.

Source/Collection: The supervisors will routinely take a stratified random sample of all maintenance tasks performed and review them for quality assurance with either a passing or failing grade. The data is derived from worksheets prepared by the agency which are utilized by the supervisors during the inspections.

Method of Calculation: The measure will be calculated by taking the number of maintenance tasks inspected by supervisors and performed correctly divided by the total number of maintenance tasks inspected.

Data Limitations: The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.

Calculation Type: Non-cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: Yes

Priority: High

Target Attainment: Higher than target

Outcome Measure:	Percent of Housekeeping Tasks Completed Correctly
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Short Definition: Housekeeping tasks completed correctly in the Capitol, Capitol Extension, 1857 GLO Building, and on their grounds expressed as a percentage of total tasks completed.

Purpose/Importance: This measure quantifies the agency's ability to provide quality assurance in performing housekeeping duties and grades the agency's effectiveness in providing quality housekeeping services.

Source/Collection: The supervisors will routinely take a stratified random sample of all housekeeping tasks performed and review them for quality assurance with either a passing or failing grade. The data will be derived from worksheets prepared by the agency which are utilized by the supervisors during the inspections.

Method of Calculation: The measure will be calculated by taking the number of housekeeping tasks inspected by supervisors and performed correctly divided by the total number of housekeeping tasks inspected.

Data Limitations: The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: Yes

Priority: High

Target Attainment: Higher than target

Outcome Measure: Percent of Historical Items Maintained in Usable Condition

Short Definition: Historical items maintained in usable condition expressed as a percentage of total items in the Capitol historical collection.

Purpose/Importance: This measure quantifies the agency's ability to ensure the historical collection is being maintained in its proper condition and that these maintenance services are consistent with providing quality care to the artifacts and the occupants.

Source/Collection: This measure is derived from the agency database of historical artifacts which is continually updated by the Curatorial staff.

Method of Calculation: The measure will be calculated by taking the number of items in use or in usable condition in the warehouse awaiting use, divided by the total number of items in the collection.

Data Limitations: The agency database provides precise numbers. However, the decision of whether or not to release an item for use is based on the judgment of professional staff, and therefore will have a degree of subjectivity.

Calculation Type: Non-cumulative

Key Measure: Yes

New Measure: Yes

Percentage Measure: Yes

Priority: Medium

Target Attainment: Higher than target

Outcome Measure: Percent of Surveyed Capitol Facilities Customers Expressing Overall Satisfaction with Services Received

Short Definition: Percentage of surveyed Capitol and Capitol Extension occupants expressing overall satisfaction with customer service provided by agency staff or agency contractors for maintenance and custodial services.

Purpose/Importance: This measure quantifies the agency's ability to provide effective customer service to building occupants.

Source/Collection: Facilities managers will routinely take a random sample of all Capitol and Capitol Extension facilities service requests and review them for customer satisfaction with either a passing or failing grade. This data will be derived from worksheets prepared by the agency which are utilized by the managers during the reviews.

Method of Calculation: The measure will be calculated by taking the number of facilities service requests reviewed by managers and performed satisfactorily divided by the total number of facilities requests reviewed.

Data Limitations: The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.

Calculation Type: Non-cumulative.

Key Measure: No

New Measure: No

Percentage Measure: Yes

Target Attainment: Higher than target.

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

Short Definition: Number of historical items which have been repaired or restored.

Purpose/Importance: This measure quantifies the agency's ability to ensure the Capitol historical collection is being maintained in its proper condition.

Source/Collection: This measure is derived from the agency database of Capitol historical artifacts.

Method of Calculation: This measure will be determined by summing the number of items repaired/restored/conserved as determined from the agency artifact database.

Data Limitations: None

Calculation Type: Cumulative

<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	Medium
<i>Target Attainment:</i>	Higher than target

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.

Efficiency Measures: Cost Per Building Square Foot of Custodial Care

<i>Short Definition:</i>	Cost per building square foot for custodial care in the Capitol, Capitol Extension, and 1857 GLO Building.
<i>Purpose/Importance:</i>	This measure quantifies the agency's ability to ensure custodial care is efficiently being rendered to the buildings occupants and users.
<i>Source/Collection:</i>	The source of costs will include agency direct salary and supply expenditures and contracts let by the agency for custodial services.
<i>Method of Calculation:</i>	The measure will be calculated using the costs of custodial care and dividing by the number of maintainable square footage.
<i>Data Limitations:</i>	None
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	Yes
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	High
<i>Target Attainment:</i>	Lower than target

Efficiency Measure: Cost Per Acre of Grounds Care

<i>Short Definition:</i>	Cost per acre for grounds care on the Capitol Grounds.
<i>Purpose/Importance:</i>	This measure quantifies the agency's ability to ensure grounds service is being efficiently rendered.
<i>Source/Collection:</i>	The source of costs will include agency direct salary and supply expenditures and contracts let by the agency for grounds care services.
<i>Method of Calculation:</i>	This measure will quantify the costs of performing grounds services and divide that by

the number of maintainable acreage.

<i>Data Limitations:</i>	None
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	High
<i>Target Attainment:</i>	Lower than target

Efficiency Measure: Average Hours of Hours to Respond to a Service Request

Short Definition: Average number of hours for response to housekeeping or maintenance requests in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, Bullock Texas State History Museum, Governor's Mansion, Texas State Cemetery and on their grounds.

Purpose/Importance: This measure quantifies the agency's ability to efficiently respond to service requests from building occupants and users.

Source/Collection: The data will be derived from reports of the facilities management system controlled by the Facilities Management division of the agency.

Method of Calculation: This measure will be calculated by summing the number of hours for response to housekeeping or maintenance requests and dividing by the total number of requests.

Data Limitations: None

Calculation Type: Cumulative

Key Measure: No

New Measure: Yes

Percentage Measure: No

Priority: High

Target Attainment: Lower than target

Explanatory Measure: Percent of Facilities Contract Terms Met

Short Definition: Percentage of surveyed Facilities Division contract requirements performed per the terms of the contract.

Purpose/Importance: This measure quantifies the agency's ability to effectively manage contracts.

Source/Collection: Facilities contract managers will take a random sample of all Facilities Division contracts

and review all contract terms within each contract for compliance with either a passing or failing grade. The data is derived from contract management worksheets prepared for each contract.

Method of Calculation: The total number of reviewed contract terms met divided by the total number of contract terms reviewed.

Data Limitations: None

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: Yes

Priority: High

Target Attainment: Higher than target.

Output Measure: Number of Responses for Maintenance Services

Short Definition: Total number of service request work orders in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, Bullock Texas State History Museum, Governor's Mansion, Texas State Cemetery and on their grounds.

Purpose/Importance: This measure quantifies the amount of maintenance work being performed by the agency as a result of requests from building occupants and users.

Source/Collection: This measure will be derived from reports of the facilities management system controlled by the Facilities Management division of the agency.

Method of Calculation: The measure will be calculated by totaling the number of service request work orders.

Data Limitations: Temporary failure of facilities management system.

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Output Measure: Number of Responses for Housekeeping Services

Short Definition: Total number of service request work orders for housekeeping services in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, and on their grounds.

<i>Purpose/Importance:</i>	This measure quantifies the amount of housekeeping work being performed by the agency as a result of requests from building occupants and users.
<i>Source/Collection:</i>	This measure will be derived from reports of the facilities management system controlled by the Facilities Management division of the agency.
<i>Method of Calculation:</i>	The measure will be calculated by totaling the number of service requests.
<i>Data Limitations:</i>	Temporary failure of facilities management system.
<i>Calculation Type:</i>	Cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	Medium
<i>Target Attainment:</i>	Higher than target

Output Measure: Number of Preventive Maintenance Tasks Completed

<i>Short Definition:</i>	Total number of preventive tasks completed in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, the Bullock Texas State History Museum, the Governor's Mansion, Texas State Cemetery and on their grounds.
<i>Purpose/Importance:</i>	This measure quantifies the agency's commitment to providing ongoing preventive maintenance to the buildings in order to minimize the risk of major repairs and/or replacements to the critical equipment.
<i>Source/Collection:</i>	The measure will be derived from reports of the facilities management system controlled by the Facilities Management division of the agency.
<i>Method of Calculation:</i>	The measure will be calculated by summing the number of preventive maintenance tasks completed.
<i>Data Limitations:</i>	Temporary failure of facilities management system.
<i>Calculation Type:</i>	Cumulative
<i>Key Measure:</i>	Yes
<i>New Measure:</i>	Yes
<i>Percentage Measure:</i>	No
<i>Priority:</i>	High
<i>Target Attainment:</i>	Higher than target

A.1.3. Strategy: Operate and maintain the Texas State Cemetery and grounds.

Efficiency Measure: Cost Per Acre of Cemetery Grounds Care

Short Definition: Cost per acre for grounds care on the Texas State Cemetery grounds.

Purpose/Importance: This measure quantifies the agency's ability to ensure grounds service is being efficiently rendered.

Source/Collection: The source of costs will include agency direct salary and supply expenditures and contracts let by the agency for grounds care services at the Texas State Cemetery.

Method of Calculation: This measure will quantify the costs of performing grounds services and divide that by the number of maintainable acreage.

Data Limitations: None

Calculation Type: Non-cumulative

Key Measure: No

New Measure: Yes

Percentage Measure: No

Priority: High

Target Attainment: Lower than target

Output Measure: Number of School-Age Tours Conducted at the Texas State Cemetery

Short Definition: Number of school-aged groups who take tours at the Texas State Cemetery conducted by the Texas State Cemetery staff.

Purpose/Importance: This measure quantifies the agency's ability to reach Texas school children who visit the Texas State Cemetery and educate them about the history of the cemetery.

Source/Collection: The data will be maintained by the Texas State Cemetery staff using a computerized scheduling system.

Method of Calculation: This measure will be calculated by summing the number of school-age tours conducted at the Texas State Cemetery.

Data Limitations: Temporary failure of scheduling system.

Calculation Type: Cumulative

Key Measure: Yes

New Measure: Yes

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

A.2. OBJECTIVE Manage 100% of the organized programs dedicated to educating visitors and Texas schoolchildren and manage the 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 Measure: Number of School-Age Tours Conducted at the Visitors Center

Short Definition: Number of school-aged groups who take tours at the Capitol Visitors Center conducted by the Visitors Center staff.

Purpose/Importance: This measure quantifies the agency's ability to reach Texas children who visit the capitol and educate them about the history and use of the buildings.

Source/Collection: The data will be maintained by the Visitors Center staff using a computerized scheduling system.

Method of Calculation: This measure will be calculated by summing the number of school-age tours conducted at the Visitors Center.

Data Limitations: Temporary failure of scheduling system.

Calculation Type: Cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Output Measure: Number of Persons Participating in Capitol Tours

Short Definition: Number of persons who take tours conducted by the Tour Guides

Purpose/Importance: This measure quantifies the agency's ability to reach visitors to the Capitol and educate them about the history and use of the buildings.

Source/Collection: The data will be maintained by the staff using a computerized system derived from statistics provided by tour guides.

Method of Calculation: This measure will be calculated by summing the persons taking tours conducted at the Capitol.

Data Limitations: Failure of system. Staff error in headcounts.

Calculation Type: Cumulative
Key Measure: No
New Measure: No
Percentage Measure: No
Priority: Medium
Target Attainment: Higher than target

Output Measure: Number of Visitors to the Capitol Visitors Center

Short Definition: Number of visitors to the Capitol Visitors Center located in the 1857 GLO Building.

Purpose/Importance: This measure quantifies the agency's ability to reach visitors to the Capitol and educate them on its historical significance and purpose.

Source/Collection: This measure is derived from statistics maintained by the Visitors Center.

Method of Calculation: This measure is derived by summing the number of visitors.

Data Limitations: Staff error.

Calculation Type: Cumulative
Key Measure: No
New Measure: No
Percentage Measure: No
Priority: Medium
Target Attainment: Higher than target

Output Measure: Number of School-Age Tours Conducted at the Capitol

Short Definition: Number of school-aged groups who take tours at the Capitol conducted by Capitol Tour Guide staff.

Purpose/Importance: This measure quantifies the agency's ability to reach Texas school children who visit the Capitol and educate them about the history and use of the buildings.

Source/Collection: The data will be maintained by Capitol Tour Guide staff using a computerized scheduling system.

Method of Calculation: This measure will be calculated by summing the number of school-age tours conducted at the Capitol.

Data Limitations: Temporary failure of scheduling system.

Calculation Type: Cumulative

<i>Key Measure:</i>	Yes
<i>New Measure:</i>	Yes
<i>Percentage Measure:</i>	No
<i>Priority:</i>	Medium
<i>Target Attainment:</i>	Higher than target

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

Explanatory Measures: Revenue received from Museum operations

<i>Short Definition:</i>	Total revenue generated by Museum operations.
<i>Purpose/Importance:</i>	Revenue generated by Museum operations fund the institution which was originally envisioned to be self-supporting.
<i>Source/Collection:</i>	Revenue reports for all earned income areas of Museum.
<i>Method of Calculation:</i>	Revenue is defined as the direct gross income generated by all revenue collecting sources. For the Museum Store, revenue is calculated by taking total sales and subtracting the cost of goods associated with those sales.
<i>Data Limitations:</i>	None
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	High
<i>Target Attainment:</i>	Higher than target

Explanatory Measures: Number of visitors to the Museum

<i>Short Definition:</i>	Total number of visitors to Museum.
<i>Purpose/Importance:</i>	This measure quantifies the Museum's ability to maintain projected levels of Museum visitation. Attendance drives earned income generated from ticket sales, food and store sales for Museum operations.
<i>Source/Collection:</i>	Museum ticket sales, education and group reservation records.
<i>Method of Calculation:</i>	Summed total of visitors by computerized system.
<i>Data Limitations:</i>	Intermittent computerized ticketing and registration system failure.

<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	Yes
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	High
<i>Target Attainment:</i>	Higher than target

Explanatory Measures: Number of school student visits to the Museum

Short Definition: Total number of school students visiting the Museum.

Purpose/Importance: This measure quantifies the Museum's educational service to schoolchildren (K-12) regarding the history of Texas and the resources available at other history-oriented museums and historic sites across Texas. Enriches and supports the Texas Education Agency Texas Essential Knowledge and Skills (TEKS) for social studies.

Source/Collection: Museum school group reservation records.

Method of Calculation: Summed total of school students by computerized registration system.

Data Limitations: Intermittent computerized registration system failure.

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

Explanatory Measures: Number of Distance Learning Participants

Short Definition: Total number of students and teachers participating in the Museum distance learning program.

Purpose/Importance: This measure quantifies the Museum's ability to reach students across the state of Texas who are unable to travel to the Museum. This measure is intended to show that the Museum is fulfilling its mission of expanding public programming to engage a broader, more diverse statewide audience and becoming a key partner in K-12 education. Likewise it captures virtual attendance of those who tour and learn from Museum programming.

Source/Collection: The Museum's Education Department tracks the attendees of Distance Learning programs and broadcasts on a spreadsheet. Attendees register through Connect2Texas site, hosted by ESC XI, and reported numbers are sent to the Distance Learning Specialist

at the Museum.

Method of Calculation: Summed total of attendees that are registered for programs and broadcasts.

Data Limitations: Reporting errors/omissions by registered participants.

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Explanatory Measure: Number of Museum Programs Conducted

Short Definition: Total number of Museum programs and internal events conducted that are not facility rentals.

Purpose/Importance: This measure quantifies the Museum's ability to offer expanded public programming to engage a broader, more diverse audience.

Source/Collection: Program totals are tracked via the Museum's event calendar.

Method of Calculation: Summed total of Museum programs.

Data Limitations: None

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

Explanatory Measures: Number of Schools Using the Museum's Educational Programs

Short Definition: Total number of schools using the Museum's onsite and virtual educational programs.

Purpose/Importance: This measure quantifies the Museum's ability to reach schools statewide.

Source/Collection: Summed total of schools by computerized registration system and tracked through the Distance Learning Programs spreadsheet.

Method of Calculation: Summed total of schools by computerized registration system and schools that are Registered for Distance Learning programs.

Data Limitations: Computerized registration system failure.

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

Output Measure: Number of registered users accessing curriculum on the Museum's Statewide Education Outreach Initiative website.

Short Definition: Total number of registered users accessing curriculum on the Museum's Statewide Education Outreach Initiative website.

Purpose/Importance: This measure quantifies the Museum's ability to offer educational resources to a Statewide audience.

Source/Collection: Summed total of registered users accessing curriculum on the Museum's Statewide Education Outreach Initiative website.

Method of Calculation: Summed total of log-ins by computerized system.

Data Limitations: Computerized system failure.

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

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 gift shops.

Explanatory Measures: Revenue from Licensed Vendors in the Capitol

Short Definition: Total revenue realized by the agency from the licensed vendors who use special spaces within the Capitol and Extension.

Purpose/Importance: This measure quantifies the agency's ability to meet the long-term needs of the cafeteria, the press area, the ATM location, cellular carrier lease space, and lecterns and chairs without the use of general revenues.

Source/Collection: This measure is determined by the respective revenue journals in the Capitol Fund prepared by the agency's accounting staff.

Method of Calculation: This measure is derived by totaling the revenue journals relating to these spaces.

Data Limitations: Accounting system failure. Staff error.

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Explanatory Measures: Net Income from the Capitol Gift Shops

Short Definition: Net income from the Capitol Gift Shops.

Purpose/Importance: This measure quantifies the agency's success in operating profitable Capitol gift shops to provide funding for agency purposes.

Source/Collection: The data will be derived from agency accounting records.

Method of Calculation: Total revenue minus direct and administrative costs (Statement of Revenues and Expenses - Change in Net Assets).

Data Limitations: Accounting system failure. Staff error.

Calculation Type: Non-cumulative

Key Measure: Yes

New Measure: Yes

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Explanatory Measures: Percent Change in Revenues

Short Definition: Increase in income from revenue generating sources in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, and on their grounds expressed as a percentage increase from the corresponding fiscal year (1st or 2nd) in the prior biennium.

Purpose/Importance: This measure quantifies the agency's ability to enhance proceeds from revenue sources which are used for educational purposes and the preservation of the buildings and their contents.

Source/Collection: The measure will be derived from accounting records maintained by the agency. Revenue sources include the Capitol Gift Shops, Capitol Cafeteria, Capitol Visitors Parking Garage, Capitol Complex parking meters, press space rentals, event equipment rentals, and the ATM and cellular carrier space leases.

Method of Calculation: This measure will be derived by totaling income (revenue - operating costs) received from all sources and dividing the difference between the current year total and the total for the corresponding fiscal year in the previous biennium by the total for the corresponding fiscal year in the previous biennium.

Data Limitations: Accounting system failure. Staff error

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: Yes

Priority: Medium

Target Attainment: Higher than target

Explanatory Measures: Income Received from Parking Operations

Short Definition: Net income from the Capitol Visitors Parking Garage and gross revenue from the Capitol Complex parking meters.

Purpose/Importance: This measure quantifies the agency's ability to raise funds for the benefit of the buildings while providing available parking for Capitol Complex visitors.

Source/Collection: The data will be derived from agency accounting records.

Method of Calculation: For the Visitors Parking Garage, total revenue minus direct and administrative costs

(Statement of Revenues and Expenses - Change in Net Assets). Gross revenue from the Capitol Complex parking meters.

Data Limitations: Accounting system failure. Staff error.

Calculation Type: Cumulative

Key Measure: Yes

New Measure: Yes

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Output Measures: Number of Capitol Events, Exhibits, and Activities Scheduled and Managed

Short Definition: Number of Capitol events, exhibits, or activities scheduled and managed by the agency's Capitol Events Coordinator.

Purpose/Importance: This measure quantifies the agency's ability to meet the needs of the people of Texas as they engage in the use of their state capitol.

Source/Collection: This measure will be derived from schedules prepared by the Capitol Events Coordinator.

Method of Calculation: The number of events, exhibits, and activities scheduled and managed will be summed.

Data Limitations: None

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Low

Target Attainment: Higher than target

SUPPLEMENTAL SCHEDULE C

HISTORICALLY UNDERUTILIZED BUSINESS PLAN

The State Preservation Board continues to be fully committed to making a good faith effort to conduct business with HUB certified businesses to achieve the goals of the HUB program while sustaining a fair, open and competitive procurement process. Our ongoing “good faith efforts” to promote HUB participation include:

- 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.
- Attend all agency 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 164 individual transactions with HUB vendors in FY 15. This represents 8% of agency contracts awarded. Notable FY 15 HUB contracts include facility renovation services at the Bullock Texas State History Museum; painting services for the Texas Capitol; and leases for high-end video projectors at the Bullock Texas State History Museum.

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 39 projects in FY 15. Of the over 1400 HUBs solicited for competitive bids, only 1.4% responded with a bid. 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 Bullock Texas State History Museum. Another example from the Museum operation is the leasing of traveling exhibits for display in the temporary exhibit area. 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 46% of the agency's HUB reportable commodities expenditures and 17.7% of agency expenditures overall in FY 15. 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 State Preservation Board supports the State of Texas HUB Program and will continue to pursue HUB participation in the agency's procurement process.

SUPPLEMENTAL SCHEDULE F

AGENCY 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 Bullock Texas State History Museum and the Texas State Cemetery. We provide educational programs centered on Texas history. These services benefit the citizens of Texas and its visitors.

Agency's Core Functions

The agency's core functions are reflected through the work of its eight divisions: Facilities, Customer Services, Retail, Curatorial and Visitor Services, Finance, Administration, the Bullock Texas State History Museum, and the Texas State Cemetery. 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 a 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, and the 84th Legislature added the Texas State Cemetery to the list of properties under the SPB's purview, these duties fit 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, domestic and international 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, 2016, the State Preservation Board had a total headcount of two hundred-fifteen (215) employees. The tables on the following pages profile the agency's workforce, including both full-time and part-time classified regular employees (*does not include temporary or seasonal positions*). The agency's workforce is nearly evenly divided among females and males, with 52% female and 48% male. 34% of the agency's staff is 50 years or older. Employee tenure with the agency breaks down as follows:

- 62% of the workforce has 5 years or less tenure with the agency;
- 20% has 6 - 10 years of experience; and
- 18% 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, succession planning strategies have been put into place to facilitate the transfer of institutional business knowledge and professional expertise.

Workforce Breakdown

Gender

	Number of Employees	Percent of Employees
Male	104	48%
Female	111	52%

Source: Uniform Statewide Payroll System

Age

	Number of Employees	Percent of Employees
19 - 29 years	43	20%
30 - 39 years	46	21%
40 - 49 years	53	25%
50 - 59 years	42	20%
60 + years	31	14%

Source: Uniform Statewide Payroll System

Agency Tenure

	Number of Employees	Percent of Employees
Less than 2 years	77	36%
2 - 5 years	56	26%
6 - 10 years	42	20%
11 - 15 years	19	8%
16 years +	21	10%

Source: Uniform Statewide Payroll System

Employee Ethnicity by EEO Job Category

Job Category	Total Positions	Minority Workforce Percentages		
		African American	Hispanic	Female
Officials/Administration	38	3%	8%	55%
Professional	17	6%	18%	71%
Technical	12	8%	17%	25%
Administrative Support	87	7%	24%	61%
Service/Maintenance	21	19%	62%	43%
Skilled Craft	26	8%	23%	12%
Paraprofessionals	12	0%	0%	75%
Protective Service	2	0%	0%	0%

Source: Uniform Statewide Payroll System

Employee Turnover

The SPB enjoys a favorable reputation as a place for employees to work and grow their career, as reflected in our most recent *Survey of Employee Engagement* results showing that 84% of staff plan to continue working for the agency. However, the agency's turnover rate is consistently higher than the statewide average. In FY 2015, 69% 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. 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
2015	25.2%	17.5%
2014	26.0%	17.6%
2013	27.0%	17.5%
2012	20.9%	16.7%
2011	28.1%	16.7%

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 2015

Classification Job Series	Total Terminations
Administrative Assistant	2
Attorney	1
Clerk	33
Creative Media Designer	1
Custodian	1
Equipment Maintenance Tech	1
Exhibit Tech	2
Groundskeeper	1
Maintenance Specialist	6
Manager	1
Program Specialist	1
Project Manager	2
Web Administrator	1

Source: SAO Electronic Classification Analysis System (E-Class) FY 2015 Data.

Consistent with the majority of the agency's turnover coming from entry level positions, in FY 2015, 58% 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. High staff turnover not only has an adverse effect on the operational program in which it occurs, it also puts added strain on human resources and payroll staff.

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
2015	53	31	4	12	4	2	0
2014	61	11	27	15	1	7	0
2013	49	26	9	10	3	1	0
2012	35	14	14	2	3	2	0
2011	46	18	18	5	4	1	0

Source: SAO Electronic Classification Analysis System (E-Class) & Comptroller of Public Accounts

Retirement Eligibility

During this workforce planning cycle (FY 2016 - FY 2020), forty-three (43) employees, or 20% percent of the agency's workforce will have achieved retirement eligibility under the "Rule of 80". This includes four employees who are return-to-work retirees. Five of these retirement eligible employees or return-to-work retirees 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.

Fiscal Year	# of Staff Eligible to Retire	Percent of Total Agency Employees
2016	17	8%
2017	8	4%
2018	9	4%
2019	5	2%
2020	4	2%
Total Possible Retirements	43	20%

Source: Uniform Statewide Payroll System

Survey of Employee Engagement

The agency last participated in the *Survey of Employee Engagement* conducted by the University of Texas Institute for Organizational Excellence in 2015. The SPB enjoyed a 68% employee participation rate in the survey, producing sound results for the agency. Areas identified by staff as areas of substantial strength for the SPB include:

- *Supervision* - The communication of expectations and the sense of fairness that employees perceive between supervisors and themselves.
- *Quality* - The degree to which quality principles, such as customer service and continuous improvement, are a part of the organizational culture.
- *Benefits* - The role the employment benefit package plays in attracting and retaining employees.
- *Physical Environment* - A safe and pleasant working environment.
- *Strategic* - How the organization responds to external influence, including those which play a role in defining mission, services and products provided by the agency.
- *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.
- *Climate/Atmosphere* - Organization is free of harassment.

- *Climate/Ethics* - Employees are ethical in their behavior and ethical violations are handled appropriately.

The area identified by staff as a significant concern for the agency was pay and competitiveness of the total compensation package compared to similar jobs.

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 2017 - FY 2021 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 as well as retain current employees through recognizing excellent performance and providing 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 (ongoing)

- 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.)

Implement a Succession Plan for all Agency Departments

The SPB has made it a priority to develop staff members to take over leadership roles in order to ensure continuity of programs, a high level of knowledge, and service to the public. The agency has developed a succession planning template for use by agency departments to prepare for both anticipated and unanticipated departures of key staff. Agency departments are responsible for identifying positions critical to their operations and establishing a comprehensive strategy for preparing new staff to assume these responsibilities. A well-developed succession plan at the department level 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 continues to ensure that key duties and procedures are formally documented and regularly updated in writing. Continually documenting current practices allows the agency to record valuable knowledge and expertise before staff leave, providing an effective tool to train new staff.

Action Steps (ongoing at the department level)

- 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.