

AGENCY STRATEGIC PLAN

For the Fiscal Years 2007 - 2011

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 Tom Craddick Speaker, House of Representatives Co-Vice Chairman	01/03 -	Midland
The Honorable Kim Brimer Texas State Senator	02/06 - 01/07	Fort Worth
The Honorable Peggy Hamric Texas State Representative	05/05 - 01/07	Houston
Jocelyn L. Straus Citizen Member	08/05 - 02/07	San Antonio


July 7, 2006

Signed:



Gaye Polan
Executive Director

Approved:



The Honorable Rick Perry
Governor of Texas, Chairman



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STATEWIDE VISION, MISSION AND PHILOSOPHY

From Pathway to Prosperity: The Statewide Strategic Planning Elements for Texas State Government, Governor Rick Perry, March 2006

STATEWIDE VISION

Assuring open access to an educational system that not only guarantees the basic core knowledge necessary for productive citizens but also emphasizes excellence and accountability in all academic and intellectual undertakings;

Creating and retaining job opportunities and building a stronger economy that will lead to more prosperity for our people and a stable source of funding for core priorities;

Protecting and preserving the health, safety and well-being of our citizens by ensuring healthcare is accessible and affordable and by safeguarding our neighborhoods and communities from those who intend us harm; and

Providing disciplined, principled government that invests public funds wisely and efficiently.

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 are ready for college, a two-year institution, other post-secondary training, or the workforce;
- Continuing to develop reading, math, and science skills at appropriate grade level through graduation; and
- Demonstrating exemplary performance in foundation subjects.

RELEVANT BENCHMARKS

- Percent of students who demonstrate satisfactory performance on the Texas Assessment of Knowledge and Skills (TAKS)
- Percent of students earning commended performance on TAKS (90 percent of test items answered correctly)
- Percent of students who achieve mastery of the foundation subjects of reading, English language arts, math, social studies, and science

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
- Savings realized in state spending by making reports/documents/processes available on the Internet

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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 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

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The State Preservation Board (the "agency") 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 by Texas Government Code, Chapter 445 to manage and operate the Bob Bullock Texas State History Museum (the "Museum").

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 Building and Procurement 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 and additional funding was 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 Building and Procurement 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 868 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 new 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.

Included in the agency's mandate is the operation of gift shops. The agency's retail division continues to be successful. The location captures tourists, school groups, building occupants,

and the local population. The shops are the only source for most products carried, and products are developed exclusively for sale in the agency's stores. These products are carefully selected by the Retail Director following a stringent set of criteria. Retail sales are influenced by a variety of factors: number of visitors to the Capitol; group tour schedules; number of special sessions; traffic to our internet sites; and changes in the local economy. Any fluctuations in these factors have a direct and immediate impact on the retail operations. The continued success of the gift shops may require a greater number of staff to fulfill the customers' needs.

On April 21, 2001 the Bob Bullock Texas State History Museum officially opened to the public. The 175,000 square foot building is located three blocks north of the Capitol, within the Capitol Complex. The Museum includes a 400-seat IMAX[®] theatre equipped for both 2D and 3D films; a 200-seat Storytelling theater; an indoor/outdoor Museum Café; a Museum Store; an underground parking garage; a 7,000 square foot Special Exhibit gallery; and 34,000 square feet of exhibits on three floors. The Museum recognizes the power of history to inspire present and future generations and seeks to interpret the continually unfolding Story of Texas through meaningful educational experiences.

The State Preservation Board serves all the occupants and visitors of the buildings and venues under its jurisdiction and protects these architectural and historical treasures for all Texans and for future generations of Texans. 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 exhibits and media which focus on the history of the Capitol. The Capitol has many exhibits that detail the historic spaces. Areas such as the Governor's Original Office and 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.

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;
- 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;
- Care 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 for Capitol occupants;
- Operating the Capitol Gift Shops;
- Managing the Capitol Extension Cafeteria;
- Operating the Capitol Visitors Parking Garage and maintaining the Capitol Complex Parking Meters; and
- Operating the Bob Bullock Texas State History Museum

ORGANIZATIONAL ASPECTS

Staffing for the State Preservation Board consists of 98 authorized full-time equivalents (FTEs) paid by appropriated funds. Staffing for the Enterprises, including the Museum, consists of 96 FTEs paid by earned revenues.

The agency is managed by an Executive Director, and divided into seven divisions - Facilities, Customer Services, Retailing, Curatorial and Visitor Services, Accounting, 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
- 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 and use the meeting spaces. The building occupants include elected state officials from every region of Texas and staff members primarily living in the Austin area. Next, there are the over one and a half 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, the Capitol Visitors Center, and the Bob Bullock Texas State History Museum 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 and public requests for 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 gift shops, on-line ticketing for exhibits, events, and films at the Bob

Bullock Texas State History Museum, employment listings, agency forms and related policies, just to name a few of the features.

Customers of the Museum include general visitors, educators and students, Museum members and facility rental clients. In 2004-2005, Museum attendance by geographic source includes 63% resident market (Austin Metropolitan Statistical Area), 30% other Texas market and 7% out of state/international market. The Museum is available to serve educators and students statewide through on-site programs, 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 films in the IMAX® Theatre; programs in the Texas Spirit Theater; professional development training for teachers, and curriculum-based learning opportunities for students; designing, developing and installing two to three 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 marketing 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 not required to interact with staff.

In an effort to provide a meaningful experience to non-English speaking tourists, the Capitol Information and Guide Service offers tours in several different languages and has brochures available in Spanish, German, French, Chinese and Japanese. Tours in American Sign language are available with advance notice. Visitors to the Museum have access to audio tours in English and Spanish and open captioning for all exhibit media programs, infrared assisted listening 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. The agency website is also available in Spanish. More information on the agency's customer make-up is contained in the Report on Customer Service issued June 1, 2006.

A majority of the agency's positions require staff with 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, 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 departmental 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 agency has entered the second decade of preserving and maintaining the historic structures under our care. The new buildings (Capitol Extension and Museum) that the agency has been tasked with constructing are no longer *new*, and are showing the results of constant use by the public. The challenges continue to be to preserve the historic integrity of the restored buildings, while ensuring functionality and safety, and to maximize the life span of our modern buildings. The agency has an aggressive and comprehensive preventive maintenance program to ensure the 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 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 also continually review operations to identify cost savings that can be realized without compromising building comfort and function. In response to rising energy costs and Executive Order RP 49, the facilities staff have cut consumption through a number of energy conservation initiatives. Selected light fixtures in the Capitol and Capitol Extension have been converted to compact fluorescent bulbs, considerably reducing electrical usage without reduced lighting levels. A number of exhaust fans and some HVAC equipment has been modified for increased efficiency while maintaining building comfort and environmental standards.

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 our customers expect and deserve. The 77th Legislature (2001) established a 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 their grounds. This source of funding has been invaluable in replacing equipment and systems at or near failure. This Trust, as well as our preventive and predictive maintenance programs, ensures the future stability of the buildings.

The Museum facility and physical plant also receive comprehensive preventive maintenance modeled after the Capitol maintenance program. Facilities staff are in the process of altering the building operation to identify potential energy savings without compromising proper museum environmental conditions. Since at the present time the Museum does not receive any appropriated funds for equipment and required maintenance, establishing a source of funding similar to the Capital Renewal Trust Fund would be prudent to enable future major repairs and replacements of systems and equipment critical to the facility function of the Museum.

The agency also maintains millions of dollars worth of historical artifacts. 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 and the majority of the pieces are 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.

The agency continues to develop its programs including the Facilities Management division of the agency, with its emphasis on preservation maintenance; the preservation and protection of the Curatorial collection; the facilitation of visitor parking through management of the Capitol Complex parking meters and the operation of the Visitors Parking Garage; the operation of the Bob Bullock Texas State History Museum; the operation of permanent and temporary educational exhibits at the Capitol Visitors Center; the operation of its retail Gift Shops; and the management of the Capitol Information and Guide Service.

III. Fiscal Aspects

The 79th Legislature appropriated to the State Preservation Board approximately \$ 22.5 million for the '06 -'07 biennium. Of this amount, approximately \$ 12.9 million was appropriated from General Revenue for debt service payments on the bonds used to finance the construction of the Museum. Approximately \$ 5.9 million was appropriated for the purpose of maintaining the Capitol, Capitol Extension, the 1857 General Land Office Building, and the Capitol Grounds.

The remaining \$ 3.7 million was appropriated for required building modifications and preservation, the 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 the Museum. Net income from these enterprises is credited to the Capitol Fund or Museum Fund as directed by statute.

The agency's operating budget, Capitol Fund, Capital Renewal Trust Fund and Museum Fund are maintained and controlled individually. This separation has allowed flexibility between managing the buildings, grounds, and their contents and completing the projects overseen by the agency.

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 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 lessees 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 buildings the agency manages. The enterprises contributing to the Capitol Fund earned approximately \$1.5 million during FY05. At the beginning of FY06, the fund held approximately \$8.4 million.

The Capital Renewal Trust Fund is a fund held outside the Treasury (and managed by the Texas Comptroller of Public Accounts) with the Texas Safekeeping Trust Company. This fund is designated for the repair and replacement of depreciating capital assets. The 77th Legislature appropriated \$6.5 million for transfer to the Capital Renewal Trust Fund in FY02. The same legislative session appropriated proceeds of \$2.8 million from the sale of Woodlawn (the Pease Mansion) to the same Trust in FY03. The agency's unexpended balances from the '00 - '01 biennium of approximately \$600,000 were also appropriated for the '02 - '03 biennium for transfer to the Trust. In addition to these appropriated amounts, the agency was also directed by the Legislature to transfer \$3 million to the Trust from its Capitol Fund (local funds) during the '02 - '03 biennium. The balance in the fund at the beginning of FY06 was \$12.3 million. The agency continually reviews the Capital Renewal Plan and assesses the future funding needs of the Trust in order to ensure the buildings under our purview will always be preserved and maintained in a way Texans expect.

The Museum Fund is another trust held outside of the Treasury with the Texas 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. As of the beginning of FY06, the fund held \$1,031,347. During FY06, \$180,000 was transferred to the Museum operations account to fund the 4% staff salary increase, longevity and benefits increases mandated by the 79th Legislature. An additional \$300,000 was also transferred in FY06 for operational cash flow. It is anticipated that additional transfers may be necessary to cover the 3% salary increase for FY07. The agency projects that the Museum Fund may be exhausted during the upcoming biennium. The agency is developing a strategy to prevent the depletion of the fund, adhering to the sound business practice of having an emergency source of funds for an operation of this size.

The Museum's operating budget is derived from a combination of earned (94%) and developed revenues (6%). This extraordinary level of earned revenue is unprecedented for history museums in the United States and confirms the effectiveness of the Museum business model for public programming, marketing and audience development. Developed revenues include grants, corporate sponsorships and support from the Bob Bullock Texas State History Museum Foundation, a private non-profit organized solely to benefit the Museum.

The Museum receives no direct general revenue appropriation for operations. (The agency is appropriated funds for the bond debt service for the construction of the building and the insurance required by the Texas Public Finance Authority: \$6,471,858 in FY06 and \$6,408,993 in FY07.) With the exception of five (5) facilities staff who have been agency FTEs since 2004,

paid with SPB appropriated dollars, all salaries and benefits for Museum employees are paid from earned revenues. Implementation of the legislated employee pay increases of 4% in FY06 and 3% for FY07 (plus the % calculated for benefits based on the new salary levels), represents 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 and theaters in order to sustain and grow attendance and revenues. The Museum relies on over 175 volunteers and docents to supplement paid staff positions. Funds for Museum utilities (TBPC) and security personnel (DPS) are appropriated from General Revenue directly to the respective agencies. Unlike most other buildings owned by the State, the Museum must spend earned revenue to maintain the building. Examples of ongoing building maintenance expenditures include elevator testing and maintenance, security system maintenance, fire system testing and maintenance, and boiler maintenance, just to name a few. The agency is appropriated funds for building maintenance for the other buildings for which we are responsible - the Capitol, Capitol Extension and Capitol Visitors Center, and as previously mentioned, the Legislature established the Capital Renewal Trust Fund to fund the replacement of facility assets.

The agency is currently formulating its budget plans for the '08 -'09 biennium. The agency will comply with the mandate to limit baseline funding to 90% of that appropriated for '06 -'07, excluding debt service requirements for existing bond authorizations. (The '06 - '07 Legislative Appropriations Request reflected a 9% baseline funding reduction since debt service for bond authorizations was not excluded.)

IV. Service Population Demographics

The SPB primarily serves the occupants of the buildings and the over one and a half million individuals who visit the Capitol each year. 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 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 FY05, the agency scheduled and managed 651 events and exhibits at the Capitol, Capitol Extension and on the Capitol Grounds.

Capitol Visitors 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, centralizing scheduling for all Capitol and Capitol Visitors Center tours, and the continued alignment of tours and lesson plans to TAKS objectives. 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 increasing the demands on visitor services and facilities maintenance.

Between September 1, 2004 and June 1, 2006, the Museum served 1,637,642 visitors. We anticipate receiving our 3 millionth visitor since opening day in 2001 during August 2006.

Visitors consist of approximately 53% adults, 8% seniors (65 and over) and 39% youth (18 and under). Over one-third of the youth visitors come to the Museum as part of an organized school trip, making school group visits equal about 15% of overall visitation. Visitors came to the Museum from all 50 states and the District of Columbia. The Museum has served international visitors from 17 foreign countries, as well as foreign military training groups from all the bases in San Antonio 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.

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. Curriculum materials associated with the Museum's large format film, *Texas: The Big Picture*, are available in Spanish in print and online. The Museum will continue to work with media and marketing partners in order to maximize and enhance our state-wide reach.

In carrying out its responsibilities, the agency remains abreast of the continued trends of an increasingly diverse ethnic population and aging population.

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 administrative computer equipment and 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 utilized 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. In the past year the agency has made many internal agency processes more efficient through the use of technology. Internal office forms and approval processes are now completed electronically. The agency intranet continues to be developed as the staff's prime source for information, policies and procedures, and agency news and announcements.

The Capitol Information and Guide Service and the Capitol Visitors Center are equipped with a database system to keep a record of school groups visiting the Capitol and Capitol Visitors Center. The use of this database allows the agency to offer tours to more Texas school 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. The Capitol Visitors Center website contains pre-visit and post-visit lesson plans and teacher

guides to assist educators with their field trips. All of these technological tools allow the agency to provide a more meaningful experience to Capitol visitors.

The Retail Division of the agency recently completed a lengthy process of selecting and purchasing a new automated point-of-sale system for use in the Capitol and Museum Gift Shops. A web-based system was selected for its ease of use and efficiency. The new system manages gift shop inventory, tracks sales, performs sales transactions for the multiple stores and websites, and provides detailed reports to assist with accounting and internal auditing. This system provides a means for the accurate accounting and reporting of sales totals in addition to providing a mechanism for the timely and efficient ordering of merchandise.

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 detailed information for technicians in the field. The Facilities Management System has been upgraded in recent years but will need to continue to be upgraded to provide an efficient tracking and service system for the buildings. The agency intends to also explore the possibility and cost of expanding automation of the system to include the option for online maintenance requests to be used by building occupants.

The agency is very cognizant of the need for constant communication by our building occupants and visitors. With the vendor initiated removal of all pay telephones from the Capitol and Capitol Extension in 2005, there was an immediate need for reliable cellular service. Due to the subterranean setting of the Capitol Extension, cellular service was very limited. The agency worked with the major cellular carriers to upgrade service inside the building, and now voice and other cellular services are greatly improved. Additionally, the agency worked with the Capitol Grill operators to install WiFi service for its customers. These efforts by the agency have improved public and office occupant convenience at no cost to the State or building occupants and visitors.

The agency maintains a website which provides information to the public about the agency. It includes information on 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, and photographs of the buildings and selected historic artifacts, and other relevant information about the agency and the services it provides. In the last year the agency has expanded the usefulness of the website by posting forms and other information to make doing business with SPB more efficient. The agency also maintains separate websites for the Capitol Gift Shops, the Capitol Visitors Center, and the Museum. 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 operations and programs of the Bob Bullock Texas State History Museum are thoroughly interfaced with technology applications, however, these systems are now more than five years old

and are rapidly being supplanted by newer versions in the industry. An automated reservation and ticketing system records and tracks visitor demographics and attendance patterns, group tour reservations and scheduling, membership participation, and facility event scheduling and coordination. Although the Museum has kept the original system functioning with program upgrades, the hardware and touch screens will have to be replaced next fiscal year. The IMAX® Theatre uses state-of-the-art equipment to project 2D and 3D films, as well as having 35mm film projection capabilities. In FY05, the projection capabilities in the IMAX® were upgraded with the acquisition of a larger film reel unit in order to show large format films longer than 45 minutes in length. The Spirit Theater includes highly specialized computer programmed special effects, sound equipment that can support live performances, and projection equipment that can be used with a variety of formats. Upgrades to some of the projection equipment in this theater have been accomplished through a leasing arrangement during the last biennium. The three floors of history exhibits include seventeen media and interactive exhibits which support the exhibit content and educational goals. The Museum has had to replace computerized information station hardware and projection screens throughout the exhibits as they reach and exceed maximum life spans for this level of usage.

The interface of information access and technology development will continue to impact Museum information and service delivery. During FY05, the Museum website underwent a complete re-design with improved navigation and informational capabilities, including pod casts and the addition of real-time, on-line ticketing functionality. The Museum continues to seek opportunities to create dynamic on-line versions of the special exhibit program, thereby expanding service capabilities beyond those visitors on-site. The technological backbone for exhibits and theaters will continue to require not only staff expertise for maintenance and operation, but planning and evaluation regarding the availability of updated equipment or delivery systems.

Museum office computers and software are provided under contract by the Texas Legislative Council (TLC). The contracted amounts are generated from Museum earned income. It will be difficult to continue to budget to the aggressive replacement/upgrade schedule maintained by TLC.

VI. Economic Variables

The Texas State Capitol, along with its contents and grounds, and the Museum, are major tourist attractions in Texas. With the prediction of a growing economy and the growth and aging of the population, tourism and traffic should continue to increase to the buildings and grounds. This will directly impact the amount of care and maintenance required to preserve these Texas treasures and the size of visitor services programming.

The strength of the economy also has a direct impact on Museum revenues, specifically affecting attendance and therefore ticket sales, Store sales, Café income, and parking garage revenues. In addition, a soft or unstable job market results in fewer new and renewed memberships, reduced or eliminated corporate support and a drop in facility rental bookings. However, after a period of

unsteady public confidence, the climate appears to be improving and reports from the travel industry indicate that all segments of travel - conventions, meetings, business, and leisure - have rebounded, particularly since 2004. Trends indicate that family travel is the fastest growing segment and predictions are that it will continue despite rising energy costs. Monitoring these trends will be key to building new audiences, targeting marketing and growing revenue.

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 State Preservation Board monitors federal regulations applicable to this designation.

Operating public buildings that offer educational programs places a significant responsibility on the agency to closely monitor the Department of Justice's Americans with Disabilities Act regulations and requirements. These regulations potentially impact the need for building changes and the use of funds appropriated for necessary modifications, while also impacting the delivery of visitors services. A recent example of regulatory directives affecting service delivery is the use of mobility devices. In order for a facility to be ADA compliant, it must permit a disabled person to use the assistive device of his or her choice in order to have access to the facility. It is not up to the facility to determine which type of assistive device is appropriate for an individual. While the use of Segway® Human Transporters are used in Austin for recreational activities, these devices are not allowed inside the Capitol, the Capitol Visitors Center or the Museum unless a disabled person is using it as an assistive device. Potential Segway® use in the buildings has created a need for additional customer service training to address use by disabled persons. The agency must also adhere to ADA requirements for exhibits displayed at the Capitol Visitors Center and The Bob Bullock Texas State History Museum to ensure fully accessible visitor access.

Employment law is based heavily in Federal statutes. The agency complies with all Federal and State statutes regarding employment and remains abreast of any changes that impact it.

VIII. Other Legal Issues

The agency continues to address copyright infringement issues involving the agency, the Capitol and its grounds and contents, and the Museum and its grounds and contents. It also continues to enforce statutes prohibiting the use of the buildings and grounds under its authority for commercial benefit of individuals and entities outside the Texas state government.

The broad scope of its functions requires the agency to enter into many contractual relationships including contracts for housekeeping, grounds keeping, and the maintenance of complex building equipment (examples include elevators and life safety systems) for the Capitol and the Museum; retail contracts; space leases; film leases for the Museum's IMAX® Theatre; facility rental agreements; and interagency agreements with other state agencies. Consequently, the agency will continue to address a variety of contractual legal issues and develop policies and waivers to reduce potential liabilities for the State of Texas.

The ever-increasing array of desired public uses of the Capitol and the Museum by individuals and entities both within and outside the Texas state government will continue to present legal concerns to the agency.

Being the state's highest profile property, the Capitol is always of interest to the public. The agency anticipates a continuation of the high number of open records requests.

Employment related issues are always a potential liability for the agency, along with tort liability issues associated with visitors to the buildings. With increased venues for public access, the agency anticipates more claims for accidental damages.

IX. Self-evaluation and Opportunities for Improvement

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 our 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.

The agency regularly responds to requests for assistance from the Office of the Governor, Office of the Lieutenant Governor, Office of the Speaker of the House, the Senate, House of Representatives, Secretary of State's Office, Legislative Council, Legislative Reference Library, Texas Parks and Wildlife, Texas Department of Transportation, General Land Office, Texas State Library and Archives Commission, Texas Building and Procurement Commission, other agencies and institutions, and the general public. The State Preservation Board has an on-going interagency working relationship with the Department of Insurance (Capitol Fire Marshal), the Texas Department of Public Safety, the Texas Workforce Commission and the Texas Legislative Council; and, an interagency relationship on an as-needed basis with the Texas Parks and Wildlife Department and Texas Forest Service. Many other agencies refer public inquiries to the State Preservation Board that are related to the Capitol and the Capitol Collection.

Several agencies maintain general Texas historical reference and photographic files, but only the State Preservation Board is mandated to maintain archives specifically related to the Capitol, the 1857 General Land Office Building, their contents and their grounds. The State Preservation Board has acquired a significant collection of photographs and archival material over the years.

The agency works closely with the Texas Historical Commission and the Texas State Library and Archives Commission. Each agency strives to ensure that unnecessary duplication of effort does not occur.

The State of Texas is fortunate to have an historic Capitol that has undergone a detailed restoration (completed in 1995) and expansion into the modern underground Capitol Extension building. 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 identify the proper balance between the use of high-quality private contractors and in-house staff for maintenance and custodial services for the buildings. A recent sharp increase in vandalism both inside and outside the buildings has necessitated that agency staff heighten our awareness of visitors. We work closely with the Texas Department of Public Safety to prevent and to respond to criminal activity. Repairing damage caused by vandalism will continue to demand the agency's resources.

The explosion of technology and increased public use of the internet for shopping offer opportunities for growth for the agency's enterprise operations. The agency plans to reinvest a portion of its earned revenues from the gift shops to upgrade the retail websites to ensure the continued success and expansion of Capitol and Museum Gift Shop sales.

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

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 Historical Items Maintained in Usable Condition

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

Output Measures:

- Number of Building Modifications Completed by the Agency
- 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

Explanatory Measure:

- Number of Historical Items Maintained

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

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

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

Explanatory Measures:

- Percent of projected Museum attendance attained
- Number of visitors to the Museum
- Number of school student visits to the Museum
- Number of theater tickets sold
- Number of Museum Store transactions
- Number of Museum facility rentals
- Average operating cost per Museum visitor
- Revenue received from Museum operations

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.

Output Measures:

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

Explanatory Measures:

- Percent Change in Revenues
- Number of Sales Transactions by the Capitol Gift Shops
- Income from Licensed Vendors in the Capitol
- Income from Parking Meters
- Number of Visitors Using the Visitors Parking Garage
- Net Income from the Operation of 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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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 2007 - 2011 Strategic Plan in March 2006 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. Those respective directors were responsible for input from their respective stakeholders, both staff and customers.

Based upon these 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. A working session between agency staff, LBB, and GOBPP was conducted to finalize the structure. A revised structure was developed by LBB and GOBPP and presented to the agency. State Preservation Board staff strongly disagreed with one change to a performance measure definition in the revised structure and noted that concern to LBB and GOBPP.

A final draft was completed of the entire plan which included the structure agreed to above. The final step in the planning process was to poll the agency managers for additional input. The final plan was then formulated based upon these revisions and submitted to the appropriate agencies by the deadline.

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APPENDIX B

CURRENT ORGANIZATIONAL CHART (see next page)

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APPENDIX C

FIVE-YEAR PROJECTIONS FOR OUTCOMES

Outcomes	2007	2008	2009	2010	2011
Percent of maintenance tasks completed correctly	98 %	98 %	98 %	98 %	98 %
Percent of housekeeping tasks completed correctly	98 %	98 %	98 %	98 %	98 %
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	12%	14%	16%	18%	20%

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APPENDIX D

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 State Capitol and other designated buildings, their contents and their grounds.

Outcome Measures:

Percent of Maintenance Tasks Completed Correctly

Short Definition: Maintenance tasks completed correctly in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, the Bob Bullock Texas State History Museum, 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 of Data: 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

New Measure: No

Desired Performance: Higher than target

Percent of Housekeeping Tasks Completed Correctly

Short Definition: Housekeeping tasks completed correctly in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, 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 of Data: 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

New Measure: No

Desired Performance: Higher than target

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 of Data: 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

New Measure: No

Desired Performance: Higher than target

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

Output Measures:

Number of Building Modifications Completed by the Agency

Short Definition: Total number of modifications made to the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, and on their grounds by the agency.

Purpose/Importance: This measure provides data on the number of times the buildings are being modified. It is important because the agency is responsible for approving and tracking any modifications made to the buildings.

Source/Collection of Data: The source of data for this measure will be Building Change Request forms approved by the agency and contracts executed for the purpose of completing a building modification.

Method of Calculation: The measure will be calculated by summing the number of modifications completed during a period.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

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 of Data: 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

New Measure: No

Desired Performance: Higher than target

Efficiency Measures:

Average Cost per Repair of Historical Items Completed

Short Definition: Average cost per historical item repaired.

Purpose/Importance: This measure quantifies the cost of maintaining the Capitol historical collection in its proper condition.

Source/Collection of Data: The source of data will be the contracts (purchase orders) for the repairs.

Method of Calculation: The measure will be calculated by taking the total cost of repairs and dividing by the number of repairs.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target

Average Cost Per Restoration of Historical Items Completed

Short Definition: Average cost per historical item restored.

Purpose/Importance: This measure quantifies the cost of maintaining the Capitol historical collection in its proper condition.

Source/Collection of Data: The source of data will be the contracts (purchase orders) for the restorations.

Method of Calculation: The measure will be calculated by taking the total cost of restorations and dividing by the number of restorations.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target

Explanatory Measure:

Number of Historical Items Maintained

Short Definition: Total number of items in the Capitol historical collection.

Purpose/Importance: This measure quantifies the agency's collection of Capitol historical artifacts.

Source/Collection of Data: This measure will be derived from information in the historical artifact database.

Method of Calculation: The measure will be calculated by summing the number of historical artifacts.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: 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.

Output Measures:

Number of Responses for Maintenance Services

Short Definition: Total number of responses for maintenance services in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, 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 of Data: 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 requests.

Data Limitations: Some maintenance requests may be reported directly to maintenance workers by building users and as a result may not get entered into the facilities management reporting database. Temporary failure of facilities management system.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Number of Responses for Housekeeping Services

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

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

Source/Collection of Data: 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 requests.

Data Limitations: Some housekeeping requests may be reported directly to housekeeping staff by building users and as a result may not be entered into the facilities management reporting database. Temporary failure of facilities management system.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Number of Preventive Maintenance Tasks Completed

Short Definition: Total number of preventive tasks completed in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, the Bob Bullock Texas State History Museum, and on their grounds.

Purpose/Importance: 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.

Source/Collection of Data: The 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 summing the number of preventive maintenance tasks completed.

Data Limitations: Temporary failure of facilities management system.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Number of Grounds Care Tasks Completed

Short Definition: Total number of grounds care tasks completed on the Capitol Grounds and at the Visitors Parking Garage.

Purpose/Importance: This measure quantifies the agency's ability to ensure grounds care services are being provided.

Source/Collection of Data: This measure will quantify the number of services performed from a list of services to be maintained by both agency personnel and outside contractors.

Method of Calculation: The measure will be calculated by summing the number services performed.

Data Limitations: Failure of contractors to accurately track data.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Efficiency Measures:

Cost Per Building Square Foot of Custodial Care

Short Definition: Cost per building square foot for custodial care in the Capitol, Capitol Extension, and 1857 GLO Building.

Purpose/Importance: This measure quantifies the agency's ability to ensure custodial care is efficiently being rendered to the buildings occupants and users.

Source/Collection of Data: The source of costs will include agency direct salary and supply expenditures and contracts let by the agency for custodial services.

Method of Calculation: The measure will be calculated using the costs of custodial care and dividing by the number of maintainable square footage.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target

Cost Per Acre of Grounds Care

Short Definition: Cost per acre for grounds care on the Capitol Grounds.

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

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

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

New Measure: No

Desired Performance: Lower than target

Average Number of Days to Respond to a Service Request

Short Definition: Average number of days for response to housekeeping or maintenance requests in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, 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 of Data: 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 days for response to housekeeping or maintenance requests and dividing by the total number of requests.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target

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

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 of Data: 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

New Measure: No

Desired Performance: Higher than target

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 of Data: 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

New Measure: No

Desired Performance: Higher than target

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 of Data: 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

New Measure: Yes

Desired Performance: Higher than target

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

Explanatory Measures:

Percent of projected Museum attendance attained

Short Definition: Actual attendance expressed as a percentage of projected attendance.

Purpose/Importance: Quantifies the Museum's ability to promote and provide a quality experience for the visitor. Marks achievement in attracting first time and repeat visitation consistent with attendance projected by analysts.

Source/Collection of Data: Museum ticket sales; education and group reservation records.

Method of Calculation: Recorded number of Museum visitors divided by total number of projected Museum visitors annually.

Data Limitations: Intermittent computerized ticketing and registration system failure.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Number of visitors to the Museum

Short Definition: Total number of visitors to Museum.

Purpose/Importance: 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.

Source/Collection of Data: Museum ticket sales, education and group reservation records.

Method of Calculation: Summed total of visitors by computerized system.

Data Limitations: Intermittent computerized ticketing and registration system failure.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

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 of Data: 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: Cumulative

New Measure: No

Desired Performance: Higher than target

Number of theater tickets sold

Short Definition: Number of theater ticket sales by Museum staff.

Purpose/Importance: This measure quantifies the Museum's ability to successfully promote and produce quality theater experiences for the visitor. Earned income from theater ticket sales supports the Museum operating budget.

Source/Collection of Data: Museum ticketing system sales reports.

Method of Calculation: Summed total of visitors by computerized ticketing system.

Data Limitations: Intermittent computerized ticketing system failure.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Number of Museum Store transactions

Short Definition: Number of transactions processed by the Museum Store.

Purpose/Importance: This measure quantifies the Museum's ability to operate a high volume Museum Store. Earned income from Museum Store sales supports Museum operating budget.

Source/Collection of Data: Museum Store sales reports generated by computerized point-of-sale system.

Method of Calculation: Summed total of transactions by computerized point-of-sale system.

Data Limitations: Temporary computerized point-of-sale system report failure.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Number of Museum facility rentals

Short Definition: Total number of Museum facility rentals by public and private entities.

Purpose/Importance: This measure quantifies the Museum's ability to operate a successful facility rental program. Earned income from Museum facility rental supports Museum operating budget.

Source/Collection of Data: Facility rental contracts.

Method of Calculation: Summed total number of completed contract events.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Average operating cost per Museum visitor

Short Definition: Cost of Museum operations expressed as an average per visitor.

Purpose/Importance: This measure quantifies the Museum's ability to ensure effective budgetary and financial and human resource management in the operations of the Museum. Analysis of the cost of operation per visitor allows the cost of services to be monitored and evaluated for efficient use of resources.

Source/Collection of Data: Annual expense statement; Museum ticket sales, education and group reservation records, special event/facility rental contracts.

Method of Calculation: The costs of Museum operations divided by total Museum attendance.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target

Revenue received from Museum operations

Short Definition: Total revenue generated by Museum operations.

Purpose/Importance: Revenue generated by Museum operations fund the institution which will be self-supporting.

Source/Collection of Data: Revenue reports for all earned income areas of Museum.

Method of Calculation: 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.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: 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.

Output Measures:

Number of Events, Exhibits, and Activities Scheduled and Managed

Short Definition: Total number of Capitol events, exhibits, or activities scheduled and managed by the agency's Event 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 of Data: This measure will be derived from schedules prepared by the Events Coordinator.

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

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: 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 of Data: 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 by the same figure for the corresponding fiscal year in the previous biennium.

Data Limitations: Staff error

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target

Number of Sales Transactions by the Capitol Gift Shops

Short Definition: Number of sales transactions occurring in the Capitol Gift Shops including mail-order and Internet sales.

Purpose/Importance: This measure quantifies the agency's ability to meet special needs of the agency by using funds from the sale of souvenirs.

Source/Collection of Data: This measure is derived from the automated cash register system.

Method of Calculation: The number of sales transactions is totaled.

Data Limitations: Temporary failure of automated system.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Income from Licensed Vendors in the Capitol

Short Definition: Total income 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 of Data: This measure is determined by individual income statements relating to these spaces prepared by the agency's accounting staff.

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

Data Limitations: Accounting system failure. Staff error.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Income from Parking Meters

Short Definition: Total net proceeds received from the meters, not including proceeds from parking citations.

Purpose/Importance: This measure will quantify the agency's ability to raise funds for the benefit of the buildings while providing available parking for those visiting the Capitol or other area buildings.

Source/Collection of Data: The source of data is reports received from the Department of Public Safety - Capitol Police which is reconciled against agency records and from agency parking meter rental contracts.

Method of Calculation: This measure is calculated by summing the amount received from parking meters.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Number of Visitors Using the Visitors Parking Garage

Short Definition: Total number of vehicles using the garage.

Purpose/Importance: This measure quantifies the agency's effort to allow easy access to the Capitol by providing visitors a convenient parking solution.

Source/Collection of Data: This measure is derived from reports compiled by agency staff assigned to manage the garage from an automated parking control system.

Method of Calculation: This measure is calculated by summing the number of vehicles using the garage based on the number of entry tickets pulled.

Data Limitations: Automated parking control system failure. Staff error.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Net Income from the Operation of the Capitol Gift Shops

Short Definition: Net income from the sale of merchandise by 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 of Data: The data will be derived from agency accounting records and reports.

Method of Calculation: Total Revenue minus direct and administrative costs.

Data Limitations: Failure of automated accounting system. Staff error.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Net Income from Visitors Parking Garage

Short Definition: Net income from the Visitors Parking Garage.

Purpose/Importance: This measure quantifies the agency's ability to generate revenue from the operation of the Visitor's Parking Garage and maintain its self-sufficiency.

Source/Collection of Data: The data will be derived from agency accounting records and reports.

Method of Calculation: The measure will be calculated by taking the gross revenue received from parking fees and subtracting the operating costs of the garage.

Data Limitations: Failure of automated accounting system. Staff error.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

APPENDIX E WORKFORCE PLAN

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

Agency's Strategic Goals and Objectives

The agency's primary strategic goal is identified in Article I of the General Appropriations Act: "Manage Capitol and other buildings." Specifically, it is the agency's legislatively mandated goal to:

- Preserve State Capitol and Other Designated Buildings and Grounds;
- Maintain State Capitol and Other Designated Buildings and Grounds;
- Manage Educational Program for State Capitol and Visitors Center;
- Manage and Operate the Bob Bullock Texas State History Museum; and
- Manage Events, Exhibits, Activities and Operate Profitable Gift Shops.

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, Accounting, Administration and the Bob Bullock Texas State History Museum. Each division of the agency is responsible for complex programs, services and ongoing functions. From highly skilled, experienced and well-trained Facilities maintenance specialists to Museum and Capitol Visitor Services staff and programs, the agency's climate-controlled warehouse which stores priceless Capitol artifacts and furnishings, and the revenue generating and motor-assist function performed by 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, the Texas Legislature has made clear its intent to preserve Texas history by planning well into the future. 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 vendors who seek to become business partners with the State Preservation Board.

Current Workforce Profile

**Exhibit 1.1
Workforce Gender Distribution
State Preservation Board**

	Number of Employees	Percent of Workforce
Male	104	50.2%
Female	103	49.8%
Total Workforce	207	100%

Source: Human Resources Information System (HRIS) Reports, May 26, 2006.

Exhibit 1.2 shows the agency's active employees by race.

**Exhibit 1.2
State Preservation Board
Employees by Race
May 2006**

RACE	Number of Employees	Percent of Workforce
African-American	17	8.7%
Asian	8	3.9%
Caucasian	135	64.7%
Hispanic	46	22.2%
Native American	1	0.5%
Other	0	0
Total Workforce	207	100%

Source: Human Resources Information System (HRIS) Reports, May 26, 2006.

Exhibit 1.3 shows the agency's employees according to job categories and by race.

Exhibit 1.3

**State Preservation Board
Workforce Summary by EEO Job Code
May 2006**

Job Category	Number of Employees	African American	Asian	Caucasian	Hispanic	Native American
Officials	8	0	0	8	0	0
Percent	3.38%	0.00%	0.00%	3.38%	0.00%	0.00%
Administrative Support	107	11	3	79	14	0
Percent	51.69%	5.31%	1.45%	38.16%	6.76%	0.00%
Service/Maintenance	25	2	2	3	18	0
Percent	12.08%	0.97%	0.97%	1.45%	8.70%	0.00%
Professionals	23	2	2	12	7	0
Percent	11.59%	0.97%	0.97%	6.28%	3.38%	0.00%
Para-Professionals	12	0	1	9	2	0
Percent	5.80%	0.00%	0.48%	4.35%	0.97%	0.00%
Protective Services	2	0	0	2	0	0
Percent	0.97%	0.00%	0.00%	0.97%	0.00%	0.00%
Skilled/Craft	23	1	0	16	5	*
Percent	11.11%	0.48%	0.00%	7.73%	2.42%	0.48%
Technicians	7	1	0	6	0	0
Percent	3.38%	0.48%	0.00%	2.90%	0.00%	0.00%
Totals	207	17	8	135	46	*
Percentage of Agency Workforce	100%	8.21%	3.86%	65.22%	22.22%	*

Source: HRIS Report, May 26, 2006.

Note: All race designations are derived from definitions provided to employers by the Equal Employment Opportunity Commission guidelines.

* Denotes result masked due to small numbers to protect individual employee confidentiality.

Exhibit 1.4
State Preservation Board
Agency Turnover Trends by
Fiscal Year (FY)

FY	Percent Turnover	Statewide Turnover Trend
2005	17.6%	16.6%
2004	18.2%	14.8%
2003	16.9%	16.9%
2002	14.2%	14.2%
2001	27.8%	17.0%

Source: State Auditor's Office Electronic Classification System (e-Class) Turnover Data for Agency 809, May 26, 2006.

At 17.6 percent in FY05, the agency's turnover is higher than the statewide turnover reported at 16.6 percent. The agency's workforce profile for entry level visitor services, theater hosts and retail positions is primarily populated by younger college students who seek part-time temporary employment while in school.

Agency managers, supervisors and team leaders remain as flexible as reasonably possible in scheduling part-time employees. Not unlike the retail and entertainment industries, however, reduced retention is a part of doing business. Stores, theaters and tourist attractions face similar recruitment, scheduling and employee retention challenges. The agency has increasingly created formal career progression and performance-based compensation programs based on achieving higher levels of experience and productivity in programs such as the Capitol Tour Guides.

Retirements

For period July 1, 2004 through May 26, 2006, four (4) employees retired from the agency. All of the positions were subsequently filled by the agency. During this workforce planning cycle, eighteen 18 employees, or 8.6 percent of the agency's workforce will achieve retirement eligibility, including under the state's "Rule of 80."

The agency estimates that within the next two years, six (6) employees will retire, with an additional five (5) retiring by 2010.

In this strategic planning cycle, the agency continues to monitor retirement eligibility trends in its workforce.

Exhibit 1.5
Overview of Retirement Eligibility
2006 - 2010

Currently Eligible for Retirement	Less Than One Year	One to Three Years
9	0	9

Source: Human Resources Information System (HRIS) Reports, May 26, 2006.

The agency continues to plan for retirements by continuously improving its new employee orientation, updating its internal policies and procedures, improving on-the-job training and by cross training less experienced personnel to ensure transfer of required knowledge and skills at a steady pace.

Workforce Trend Analysis

In calendar year 2005, from January through the end of December, the agency hired 60 employees, most of which (37) were at the entry level Clerk I state classification, filling part-time vacancies. Agency Clerks perform the following routine support duties: Gift Shop retail sales; Museum ticketing; parking garage cashiers; tour guides; and theater hosts. Starting in late October or early November of each year, the agency also targets, interviews and hires Seasonal Retail Clerks who temporarily staff the Retail Division's toll-free order line by completing customer orders over the telephone, performing routine order data entry in a point-of-sale computer system and preparing orders for shipment. In 2005, the agency hired 10 Seasonal Clerks.

During the same period in 2005, the agency hired three (3) Custodians, two (2) HVAC Mechanics, two (2) Information Specialists, three (3) Electrician I's, two (2) Maintenance Technicians and three (3) Program Specialists, including public relations, Museum Education Services staff and a Finance specialist, all of whom help the agency to meet its performance measures in their assigned program areas. In 2005, the agency posted and filled a staff attorney classification to assist in writing, administering, monitoring and negotiating agency contracts. March, July and September 2005, were the agency's heaviest hiring months, with 8 new hires each month in March and July and 10 new hires in September 2005.

In its 2005 - 2009 Strategic Workforce Plan, the Preservation Board identified several essential skills needed in its workforce to achieve its business objectives:

- Customer Service;
- Facilities planning and management, including advanced technical skills, complex construction and building renovation techniques and methods;
- Texas history and knowledge;
- Marketing, including tourism promotion and management;
- Education, training and presentation skills;

- Advanced personal computer skills, including web design, word processing, digital photography, database management, internet use and research skills;
- Records and collections administration;
- Contract administration, management and contract writing;
- Vendor administration and oversight;
- Employee training and development;
- Service delivery;
- Legislative analysis;
- Public information and assistance;
- Records management;
- Safety and risk management administration;
- Research, planning and analysis;
- Interviewing, selection and retention of qualified employees;
- Federal, state and local employment laws;
- Information systems and technology administration and applications;
- Special events planning and management;
- Revenue administration;
- Financial planning and controls;
- Sales, merchandising and product development;
- Grant writing;
- IMAX® technical support and administration;
- Housekeeping management;
- Supervision, management, program administration and strategic planning;
- Effective interpersonal skills; and
- Verbal and written communication skills in English.

As this workforce planning document goes to print, the agency can confidently assert that the requisite skills have been widely communicated and will remain visible to all personnel, from entry level staff to senior management, including in each of the agency's external and internal job posting announcements and its job descriptions in 2005. In 2005, the agency began to update its job descriptions. By December 2006, all agency job descriptions will have undergone revision with knowledge, skills and abilities requirements clearly documented and communicated to each agency employee by an immediate supervisor - a significant step to achieve greater performance focus and productivity.

The agency continues to rely on several part-time positions for its entry level Clerk I staffing, including its Tour Guides, Sales Clerks, Museum Visitor Services Representatives and Theater Hosts. The agency's proximity to the University of Texas campus continues to provide a regular pipeline of highly qualified and capable students to fill these positions. Most part-time employees do not elect to participate in the state's dental and medical benefits programs.

WORKFORCE SOLUTIONS

- **Volunteers**

At the Bob Bullock Texas State History Museum, the program coordinator targets and places experienced and motivated volunteers as Docents and in other critical unpaid positions. Museum volunteers work alongside paid staff to support the agency's programs, educate the general public and otherwise assist our visitors.

- **Internships**

In Summer 2004 an agency-wide internship program was successfully developed and implemented with an Internship Coordinator designated by the Executive Director. Unpaid internships are available to college students seeking to gain valuable job experience. Since its inception through Summer 2006, the agency has placed a total of 43 interns in various agency divisions, including Facilities Management, Museum Exhibits, Public Programming, Education Services, Public Relations, Marketing and Communications, Agency Administration, Curatorial and Administrative Law. Intern degree majors included advertising, public relations, art history, communication design, history, sociology, anthropology, public administration, communication studies, corporate communication, international relations, business management and international business.

The agency's Internship Coordinator regularly recruits from area colleges and universities, including the University of Texas, Texas State University, St. Edward's University, Huston Tillotson University and others. In addition to direct college recruitment, the agency's website markets the internship program to the general public.

Internships at the State Preservation Board offer multiple benefits for students, colleges, and agency programs.

- Interns acquire on-the-job experience and training;
- Public sector careers, in particular at the State Preservation Board, are made visible to college students as they consider future career options;
- College students are able to establish and maintain critical professional contacts in the public sector;
- The agency acquires diversity of workforce and generational perspectives in its operations;
- College students selected generally bring technologically advanced skills and knowledge to the agency, including much needed Internet-based skills, which benefit the agency and enhance the technological skills of its paid staff at no cost to the State of Texas;
- Interns provide word-of-mouth marketing of the agency's mission and as a prospective employer;
- Colleges and universities successfully refer and "place" student interns; and

- Interns acquire new skills.

Agency internships offer students an opportunity to gain practical experience in administration, the museum industry, historical collections/curatorial, visitor services, and/or facilities management experience by working closely with skilled staff at the State Preservation Board.

Workforce Development

The agency has continued to examine its staffing model and further flattened its organizational structure since its last Workforce Plan was released.

The team leader role and function in the agency continues to be reinforced and empowered. By encouraging leadership of its teams, the agency is potentially developing its next generation of senior program specialists and possibly supervisors and managers, subject to individual performance levels and other legitimate and non-discriminatory business considerations.

Team leaders do not hire, evaluate or supervise other employees. Agency team leader job descriptions include some form of the following performance language and standard:

"Regularly coordinates and monitors project deliverables, work status, schedules and priorities. Assists the Supervisor in orienting, training and developing other personnel. Oversees and leads various projects as assigned. Ensures that the supervisor is informed timely of all significant operations developments and potential issues in advance of targeted milestones or escalating issues. Uses effective project management techniques and methods to accomplish work outcomes."

From 2004 through 2006, the agency has gained additional expertise in its workforce, including State of Texas Purchasing Manager Certification (CTPM); Masters in Business Administration; Juris Doctor (JD); Heating Ventilation and Air Conditioning (HVAC) expertise; Senior Human Resources Professional (SPHR); Certified Internal Auditor (CIA); Certified Government Financial Manager (CGFM) and other expertise, including at the doctoral degree level.

Current and Future Workforce Challenges

The agency continues to attract competitive applicant pools for most of its posted positions. However, not unlike other employers, including other state agencies, select positions may occasionally be hard-to-fill due to fluctuating labor market conditions. As a workforce alternative, the agency has been successful in cross-training junior level maintenance staff to perform entry-level plumbing, broader general maintenance activities and critical rudiments of commercial air conditioning with chill water and heating hot water coils, air handlers and controls. As employee training, knowledge, skills and abilities increase, over time, individual employees, the agency, and its customers all "win."

Various agency divisions, including Administration, Museum Marketing and Communications and Facilities, have all required staff to increase technology use and applications to achieve greater work efficiencies. This includes the use of electronic purchase orders, personnel action

forms, and Facilities work orders as well as agency website administration and the use of electronic routing of employment applications.

WORKFORCE STRATEGIES

In its 2004 - 2006 Workforce Plan, the agency identified the following workforce strategies, all of which are partially or wholly implemented and/or ongoing:

1. Increase its recruitment outreach and programs to develop a recruitment presence and brand for the agency;
Status: Implemented and Ongoing
2. Further develop its new employee orientation and training program as part of its retention strategy;
Status: COMPLETED
3. Ensure that all team leaders are trained to assume greater responsibilities and better cross-trained to emphasize the transfer of knowledge;
Status: Implemented and Ongoing
4. Continue to identify critical and core competencies for its workforce in all posted positions and job standards;
Status: Implemented and Ongoing
5. Partner with area schools, colleges and university career counselors to promote internships, volunteer opportunities and career opportunities for students;
Status: Implemented and Ongoing
6. Provide career development information to all employees;
Status: Ongoing
7. Ensure that all employees receive continuous training and development exposure;
Status: Ongoing
8. Create special projects and opportunities in other divisions and job rotations for high performers to ensure the transfer of knowledge and enhance employee opportunities for promotion based on newly acquired skills;
Status: Ongoing
9. Continue to monitor and review positions and salaries agency-wide to ensure internal and external competitiveness and equity;
Status: Implemented and Ongoing

10. Recognize and reward high performance, including non-monetary rewards, to the extent possible and subject to budgetary and other legitimate and non-discriminatory considerations.

Status: Implemented and Ongoing

The agency will continue to identify and implement participatory and progressive workforce practices that will promote and support a well-trained and highly motivated workforce.

APPENDIX F

AGENCY HISTORICALLY UNDERUTILIZED BUSINESS PLAN

Mission Statement

The State Preservation Board will establish and implement policies governing purchasing and public works contracting that foster meaningful and substantive inclusion of historically underutilized businesses (HUBs).

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.

Strategy

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

Programs to be conducted by the Agency to meet the objective:

- Maintain a SPB Agency HUB Coordinator. Provide the position with adequate resources and staff to perform the necessary functions to effectively implement, monitor and report on agency HUB efforts.
- Follow Texas Building and Procurement Commission good faith efforts related to the identification, solicitation and utilization of HUBs in contract opportunities.
- Comply with applicable subcontracting good faith efforts in all contracts exceeding \$100,000.
- Comply with all applicable HUB reporting requirements.
- Recruit contractors for the agency Mentor-Protégé Program to foster long-term relationships between prime contractors and HUBs to increase the ability of HUBs to receive subcontracts.
- Prepare and distribute information on procurement procedures in a manner that encourages participation in bidding for agency contracts by all businesses.
- Specify reasonable, realistic contract specifications, and terms and conditions consistent with the agency's actual requirements that allow for maximum participation by all businesses.
- Provide potential contractors with reference lists and/or sources of lists of certified HUBs available for subcontracting opportunities identified in SPB procurement opportunities.
- Utilize available HUB directories to solicit bids.
- Host HUB Vendor Forums and participate as an agency in Economic Opportunity Forums and other business community outreach educational efforts to inform the public of the opportunities in contracting with the agency.
- Maintain a monthly HUB procurement reporting system for all contracts and purchases that required a HUB Subcontracting Plan.
- Participate in all state agency organized HUB workgroup meetings conducted in the

Austin area.

- Advertise in minority business centers to promote HUB participation in agency procurements.
- Post HUB program and procurement information on the Agency's web site.
- Aggressively pursue non-certified HUB businesses and assist them in becoming certified by TBPC.
- Conduct training sessions for non-HUB prime contractors on the HUB Subcontracting Program.
- Maintain positive working relationships with our current HUB vendors.

Outcome Measure

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

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.

External/Internal Assessment

The State Preservation Board (SPB) is committed to making a good faith effort to conduct business with minority and woman owned businesses to achieve the goals of the HUB program while sustaining a fair, open and competitive procurement process. The SPB continues to promote the inclusion of HUBs in its contracts and subcontracts and to recruit HUBs that may assist the Agency in meeting the program goals.

The majority of HUB reportable agency funds are spent on either competitively bid projects or for the purchase of specialized goods and services. Despite our efforts to include HUBs in the procurement process, typically only 15% to 20% of the HUBs solicited for bids respond. As a result of the unique mission of the State Preservation Board, the agency contracts directly to vendors for many highly specialized goods and services where the HUB vendor base is very limited or non-existent. An example is the leasing and ongoing maintenance of the IMAX® projection system at the Bob Bullock Texas State History Museum. The purchase of products for resale in the Capitol and Museum Gift Shops also presents challenges for the agency HUB program. The purchase of products for this auxiliary enterprise accounts for more than one third of the agency's HUB reportable expenditures. 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. Agency staff continue to work with Gift Shop vendors to provide information about the State of Texas HUB program and offer assistance in becoming HUB certified for those that meet the program requirements.

Advertising services for the Museum also account for a significant percentage of the SPB's *Other*

Services contracts. Major newspapers, magazines, radio stations and television stations do not meet the criteria for a HUB vendor, however, the SPB must use these media outlets because they provide the most effective marketing coverage.

The agency has achieved some success in assisting HUB eligible businesses to become HUB certified. Agency staff regularly refer potential HUB businesses to the agency HUB Coordinator for guidance through the HUB certification process. Purchasing staff also routinely monitor the TBPC certification status of HUB vendors used by the agency to ensure that vendors are aware of certification expiration dates and the process to follow to obtain certification renewal.

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

