

# TEXAS HISTORICAL COMMISSION STRATEGIC PLAN

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FISCAL YEARS 2009–2013



## *Our Mission*

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

**AGENCY STRATEGIC PLAN  
FOR THE FISCAL YEARS 2009–2013 PERIOD**

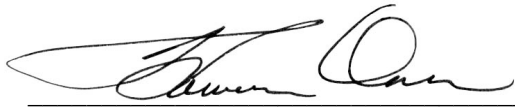
**BY**

**THE TEXAS HISTORICAL COMMISSION**

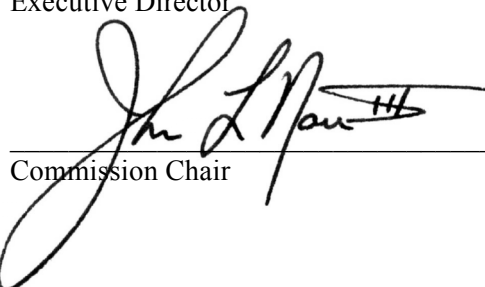
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**SUBMITTED JULY 11, 2008**

Signed:

  
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Executive Director

Approved:

  
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Commission Chair

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# I. INTRODUCTION

The Texas Historical Commission's (THC) strategic plan for 2009–2013 is a blueprint for how we view ourselves, how we visualize the future and how we hope to pursue and attain our goals and objectives. The heritage of Texas is as rich and diverse as its people and its landscape. Texas' cultural resources range from the remains of prehistoric Native American campsites to grand Romanesque Revival courthouses. Our diversity is our greatest strength.

Historic preservation can be described in many ways. In one explanation, we seek to preserve the legacies of past generations and cultures to ensure stability and continuity in the future. From another view, we strive to use historic and cultural assets as important tools for maintaining a community's sense of place, as well as its economic and social vitality. Above all, we recognize that preservation begins at home, where residents strive to save and enjoy historic sites in their communities.

It is this perspective of preservation at the grass roots level that the agency continuously bolsters. We teach the public how to fish — in the preservation sense of this phrase. As an agency of 221 dedicated employees in a state of 268,601 square miles, it is imperative for the THC to empower its partners and the public to know and use available preservation tools. It is through enabling others that the agency has a lasting role in creating economic opportunities for communities, promoting an appreciation for history and educating people of every age.

This plan expresses our commitment to continue our core programs, which have successfully facilitated preservation in the state for more than 50 years. We will continue to:

- Provide leadership and coordination to all preservation organizations across the state
- Administer federal and state preservation statutes
- Work with cities to revitalize historic downtowns
- Manage and promote 20 state historic sites
- Assist owners in receiving federal tax credits for rehabilitating historic commercial buildings
- Work to preserve a broad array of archeological sites
- Maintain nearly 12,000 previously placed historical markers and install new markers for the education and enjoyment of the traveling public
- Continue the comprehensive program for maintenance, promotion and restoration of historic county courthouse buildings
- Sustain a heritage tourism program that creates awareness of the state's rich cultural legacy
- Facilitate federal preservation programs, including the National Register of Historic Places and the Certified Local Government program
- Work for the restoration of the Governor's Mansion and grounds

This plan also expresses our commitment to meet the challenges of a growing and changing population. We will:

- Empower and train a statewide volunteer grassroots network of county historical commissions, archeological stewards, heritage societies and local history museums
- Reach out and engage diverse constituents to protect and preserve ethnic, racial and cultural resources of the state
- Advance the use of technology and the Internet to effectively engage existing audiences while simultaneously reaching new constituents
- Develop the Texas Preservation Trust Fund into a major generator of grant monies for preservation projects

Please note that the statewide vision, mission for state government and philosophy as public servants are taken from the *Securing Our Future* document prepared by the Governor's Office and the Legislative Budget Board. We include this information in support of Governor Rick Perry's vision for Texas, and to show how the agency's goals are related to the overall purpose of state government to serve the people of Texas.

This strategic plan, guided by the framework of the Statewide Comprehensive Preservation Plan *Preserving our Heritage: A Statewide Plan for Texas*, will be the primary tool we use as we chart our course through 2013. Together we can use our historic assets to build a strong bridge between the past, present and future cultures and generations of Texas.

A handwritten signature in black ink, appearing to read "F. Lawrence Oaks". The signature is fluid and cursive, with a large initial "F" and "O".

F. Lawrence Oaks  
Executive Director

## II. STATEWIDE ELEMENTS

### Statewide Vision

From “*Securing Our Future: The Statewide Strategic Planning Elements for Texas State Government*,”  
March 2008

*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 to ensure Texas’ global competitiveness, leading 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 government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.

Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

## **Relevant Statewide Goals and Benchmarks**

### **Education – Higher Education**

#### **Priority goal**

To prepare individuals for a changing economy and workforce by:

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

#### **Benchmarks**

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

### **Economic Development**

#### **Priority Goal**

To provide an attractive economic climate for current and emerging industries that fosters economic opportunity, job creation, capital investment, and infrastructure development by:

- Promoting a favorable and fair system to fund necessary state services;
- Addressing transportation needs;
- Promoting a favorable business climate; and
- Developing a well trained, educated, and productive workforce.

#### **Benchmarks**

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

## **Natural Resources and Agriculture**

### **Priority Goal**

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

- Providing leadership and policy guidance for state, federal, and local initiatives; and
- Encouraging responsible, sustainable economic development.

### **Benchmarks**

- Percent of regulatory permits processed while ensuring adequate public input
- Percent of environmental violations tracked and reported
- Percent of land that is preserved and accessible through continuation of public and private natural and wildlife areas
- Percent of implemented new technologies that provide efficient, effective, and value-added solutions for a balanced Texas ecosystem

## **General Government**

### **Priority Goal**

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

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

### **Benchmarks**

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



### **III. AGENCY MISSION AND PHILOSOPHY**

#### **Texas Historical Commission Mission**

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

#### **Texas Historical Commission Philosophy**

The THC is in the business of preserving and leveraging Texas' diverse history for the social and economic benefit of its citizens. We are committed to:

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

## IV. EXTERNAL AND INTERNAL ASSESSMENT

### A. Overview of Agency and Functions

The Texas Historical Commission (THC) is the state agency for historic preservation. The THC also serves as the State Historic Preservation Office (SHPO) as required by the National Historic Preservation Act of 1966, as amended. Professional staff members consult with citizens, organizations, and local, state and federal governments to preserve Texas' architectural, archeological and cultural landmarks.

#### Statutory Basis

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

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

Federal laws that govern the agency include:

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

#### Historical Perspective

1876	Texas State Constitution authorized the Texas Legislature to “make appropriations for preserving and perpetuating memorials of the history of Texas.”
1933–40	Organizers of the state’s centennial celebration cooperated with federal New Deal programs to restore historic buildings and erect markers around the state.
1953	The legislature created the Texas State Historical Survey Committee to oversee state historical programs.
1956	County historical survey committees were created to carry out preservation work at the local level in Texas.
1962	The first marker of the Official Texas Historical Marker Program was placed at Camp Ford in Tyler.

- 1963 The legislature expanded the mandate of the Survey Committee with legal authority to preserve and protect the heritage of Texas.
- 1966 The U.S. Congress passed the National Historic Preservation Act to ensure protection of the nation's prehistoric and historic resources, and the governor assigned the Survey Committee to administer provisions of the act for Texas.
- 1969 The legislature passed the Antiquities Code of Texas to protect all cultural resources, historic and prehistoric, within the public domain of the state, and the Texas Antiquities Committee was established as the sister agency to the Survey Committee to administer this code.
- The Office of the State Archeologist was transferred to the Survey Committee to establish a statewide archeological program.
- The Survey Committee established the Museum Services Department to assist small history museums in preserving and interpreting local history.
- The legislature granted the endangered 1856 Carrington-Covert House, 1883 Gethsemane Lutheran Church and 1940 Luther Hall to the Survey Committee, and all three buildings were renovated to house agency offices.
- 1971 The legislature granted the Bonham home of Sam Rayburn to the Survey Committee to preserve and manage as a public museum.
- The agency completed the restoration of Gethsemane Lutheran Church.
- 1973 The legislature revised the agency's enabling statute to give it additional protective powers and expand its leadership role and educational responsibilities, and officially changed its name to the Texas Historical Commission (THC).
- 1975 After an extensive restoration and construction of a visitor center, the Sam Rayburn House Museum opened to the public.
- 1980 An amendment to the National Historic Preservation Act created the Certified Local Government Program, administered by the THC for the state of Texas.
- 1981 The THC created the Texas Main Street Program, affiliated with the National Trust for Historic Preservation, to assist communities with downtown revitalization.
- 1986 The THC was instrumental in the state's celebration of Texas' Sesquicentennial.
- 1989 The legislature granted oversight authority for the Governor's Mansion to the THC.
- The legislature created the Texas Preservation Trust Fund to enable the THC to accept donations and grants for the preservation of significant historic properties and sites.

The THC initiated the Los Caminos del Rio Heritage Project, a bi-national heritage tourism and conservation program.

1994–95

The Legislature awarded \$2.5 million in Intermodal Surface Transportation Enhancement Act (ISTEA) funding to the THC for special agency projects such as the Texas Historic Sites Atlas, marker survey and repair and Texas courthouse projects.

1995

THC archeologists discovered the La Salle shipwreck off the Texas coast and a special appropriation of \$1.7 million was awarded to the agency to support costs of the shipwreck recovery. Private sector donations for the project totaled an additional \$2.3 million.

1997

An electrical fire at the Sam Rayburn House Museum, the only historic structure administered by the THC outside of Austin at that time, caused extensive structural and smoke damage.

The 75th Legislature provided funding for the THC to implement a cemetery preservation program.

1998

The agency underwent a major reorganization to streamline services and improve customer outreach.

The historic Gethsemane Church opened as the agency library.

The Texas Forts Trail Region was launched in San Angelo, the first of 10 regions in the new Texas Heritage Trails Program, a regional tourism initiative of the THC.

1999

The 76th Texas Legislature provided \$50 million to the THC for restoration of historic county courthouses.

The THC released the brochure *African Americans in Texas: Historical and Cultural Legacies* as part of the THC's heritage tourism and education efforts.

Curtis Tunnell, THC executive director since 1982, retired and was succeeded by F. Lawrence Oaks.

The THC and its partner organizations completed a comprehensive study of the economic impact of historic preservation in Texas.

The THC held 23 public meetings across Texas to discover the "State of the State of Preservation."

The Texas Independence Trail Region was launched as the second heritage trail region, and the THC produced a travel brochure highlighting historic sites within the region.

The THC created the Visionaries in Preservation program to empower Texas communities to shape the future of their historic preservation efforts through visioning, planning, training and technical assistance.

- 2000            The THC released the Texas Cultural Heritage Plan, a report containing recommendations for improvement of 42 state-owned historic sites.
- The Texas Forest Trail Region was selected as the third heritage trail region.
- 2001            The THC held regional workshops in six areas of the state to address preservation needs and deliver agency services more efficiently to communities. These workshops continued until 2005.
- The Historic Texas Lands Plaque Program was initiated to recognize landowners who preserve archeological sites on their property.
- Shackelford County rededicated its courthouse as the first completed restoration in the Texas Historic Courthouse Preservation Program.
- 2002            The THC published *Preserving our Heritage: A Statewide Plan for Texas*, a statewide comprehensive preservation plan that includes a vision, goals, objectives and strategies for historic preservation in Texas.
- The THC received \$4.3 million from the Transportation Equity Act for the 21st Century (TEA-21) through the Texas Department of Transportation to continue the Texas Heritage Trails Program.
- The THC selected the Texas Lakes Trail Region and the Texas Brazos Trail Region as the fourth and fifth heritage trail regions.
- 2003            The THC celebrated its 50th anniversary, a year long celebration which included special events throughout the state.
- The legislature granted the Texas Historic Courthouse Preservation Program \$48.3 million to preserve county courthouses around the state.
- The Texas Plains Trail Region was launched as the sixth heritage trail region.
- The La Salle Odyssey Trail opened, consisting of a network of seven museums along the central Texas coast that tell the story of La Salle's attempt to establish a French colony in Texas.
- The THC restored the historic sites survey program and started the Historic Endangered Landmarks Program.
- 2004            First Lady Laura Bush announced the launch of the Preserve America program and the city of Castroville was one of the first communities to be designated.
- A human skeleton from *The Belle*, La Salle's 17th-century ship, was buried in the Texas State Cemetery.
- The THC selected the Texas Mountain Trail Region as the seventh heritage trail region.

- 2005 President George W. Bush awarded the Texas Heritage Trails Program, an initiative designed to promote tourism to historical and cultural sites, the Preserve America Presidential Award.
- The THC selected the Texas Tropical Trail Region, the Texas Pecos Trail Region and the Texas Hill Country Trail Region as the eighth, ninth and tenth heritage trail regions.
- The 79th Legislature earmarked \$80 million of federal Transportation Enhancement Program funding for county courthouse preservation.
- The THC launched Texas in World War II on September 3 with a celebration and speakers at the Capitol. Texas in World War II is a three-year initiative that consists of historical markers, oral histories, a heritage tourism brochure and a special commemorative edition of *The Medallion* focused on the contribution of Texas during the war.
- The National Museum of the Pacific War was transferred to the THC from Texas Parks and Wildlife and an agreement to manage the site was developed with the Admiral Nimitz Foundation.
- 2006 The THC celebrated the 25th anniversary of the Texas Main Street Program.
- Funds were raised for the Preservation Fellows Internship program. The first recipient began at the THC in June 2007.
- In response to the Sunset Commission's recommendations, the Official Texas Historical Marker program was completely overhauled and re-launched.
- 2007 The legislature granted the Texas Historic Courthouse Preservation Program \$62 million to preserve county courthouses around the state.
- Nimitz Hotel Museum project in Fredericksburg was completed and opened.
- The Texas Legislature transferred 18 state historic sites from Texas Parks and Wildlife to the THC.
- The Diversity Initiative was established at the THC to address needs both internal and external to the agency.
- The THC received a Preserve America grant, which resulted in 30 statewide workshops and publication of the *Heritage Tourism Guidebook*.
- 2008 The THC created the County Historical Commission Outreach Program to address the needs of the CHC preservation program in every county in the state.
- President George W. Bush awarded the Texas Historic Courthouse Preservation Program the Preserve America Presidential Award.

The Texas Heritage Trails Program received \$8.9 million in transportation enhancement funding to continue the Texas Heritage Trails Program.

The First Lady's Texas Treasures Award was created to honor communities that have shown a high level of creativity and ingenuity in recognizing and preserving their authentic Texas sense of place.

### **Agency Main Functions**

The THC follows the guiding principle that historic preservation is important to the social and economic well-being of every Texan. We work to empower, educate and train the public to understand and use available preservation tools. The THC's main functions closely match how we organize our internal structure and deliver services. These key functions are:

- **Archeological Heritage Protection:** Protects Texas' diverse archeological heritage through state and federally mandated cultural resource reviews, historic property management programs, volunteer efforts and public outreach.
- **Architectural Assistance:** Protects Texas' diverse architectural heritage by providing technical assistance for the responsible rehabilitation and preservation of properties.
- **Evaluate and Interpret Resources:** Provides information, programs and services to private, public and nonprofit constituents for the identification, evaluation, preservation and interpretation of historic resources.
- **Development Assistance:** Provide technical assistance to public, private and nonprofit entities to encourage the process of preservation and revitalization of Texas Main Street cities, promotion and development of heritage tourism, and advancement of local policy and planning for preservation through the Visionaries in Preservation and Certified Local Government programs.
- **Texas Preservation Trust Fund:** Provides financial assistance for critical preservation projects.
- **Courthouse Preservation:** Provides financial and technical assistance through the Texas Historic Courthouse Preservation Program for critical county courthouse preservation projects.
- **State Historic Sites:** Provides interpretive experiences to a wide audience of Texans and visitors at 20 state historic sites.
- **Indirect Administration:** Serves the entire agency and preservation public through effective leadership, planning and management; marketing and outreach; and staff services.

### **Public's Perception**

Historic resources can be the foundation for promoting economic development and improving a community's quality of life. Most Texans have seen historical markers in their communities or along roadways, and this program continues to be the agency's most visible and well-known. The public enjoys learning about events in Texas history, and markers provide a convenient way to tap into our colorful past. Many people also view the THC as effective guardians of Texas' treasured landmarks, archeological sites and state historic sites. They consult with staff for technical expertise in the fields of preservation, history, architecture and archeology, and rely on them for specific answers. In addition, the agency's grant programs are extensively used by the public and have contributed to many successful projects at the local level. Public interest in the Texas Heritage Trails and the Texas Historic Courthouse Preservation programs has spurred unprecedented interest in the agency and its programs. This increased visibility has successfully positioned the agency as an expert source of preservation information.

## B. Organizational Characteristics

### Workforce

As of May 31, 2008 the THC employs 190 of the 221 full time employees authorized for the agency in FY 2008. The agency follows fair hiring practices and seeks to recruit employees from underrepresented populations at all levels. Although progress has been made, particularly in offering opportunities for women, the agency still lags in the hiring of African-Americans, Hispanics and people with disabilities. The agency has developed a plan for addressing internal diversity at the agency, in addition to adding strategies and measures to our strategic plan in order to measure progress made in reaching state EEO benchmarks.

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

<b>Percentage of Minorities in Agency's Total Work Force (May 31, 2008)</b>			
	<b>Total Positions</b>	<b>Number Minority</b>	<b>Percent Minority</b>
Officials/Administrators	9	0	0
Administrative Support	34	8	24%
Service/Maintenance	28	6	21%
Professionals	81	13	16%
Para-Professional	35	10	29%
Protective Services	0	0	0
Skilled Craft	2	0	0
Technicians	1	1	100%
<b>TOTAL</b>	<b>190</b>	<b>38</b>	<b>20%</b>

<b>Exempt Positions versus Classified (May 31, 2008)</b>	
Exempt Personnel	1
Classified Personnel	220
<b>TOTAL</b>	<b>221</b>

### Organizational Structure

The THC consists of 17 members from around the state appointed by the governor to staggered, six-year terms. The commission also has one commissioner emeritus with non-voting status through the present governor's term. Commissioners meet quarterly in different areas of the state to consider agency business and to direct and manage policy. An executive director is selected by the commission to oversee the administration of agency activities and programs. The Texas Government Code, Chapter 442, stipulates that the executive director also serves as the State Historic Preservation Officer to administer the National



Historic Preservation Act of 1966, as amended. The executive director is the chief executive officer of the THC, assisted by the deputy executive director.

The divisions of the agency coincide with the main functions outlined above, and include the following divisions: Archeology Division, the Architecture Division, the Historic Sites Division, the History Programs Division, the Community Heritage Development Division, the Marketing Communications Division, Staff Services Division and Administration Division. The Historic Sites Director reports directly to the Executive Director. A working division director manages each division and reports directly to the deputy executive director. The division directors plan their work activities on an annual basis using the strategic plan and are involved in creating a budget to accomplish their goals. The division directors are evaluated each year on their ability to accomplish the goals set forth for their division and on how they have furthered the mission of the THC.

All key management policies are maintained within the agency's personnel manual. The personnel manual was updated during fiscal year 2008. The agency strives for management practices that are open, constructive and lead to agency efficiencies and employee growth. As a result of the recent Survey of Organizational Excellence, the THC is implementing 360-degree evaluations for all staff in management positions, which will complement the annual performance review process. 360-degree evaluations allow for a manager's employees, as well as peers and supervisors, to provide them with feedback on their performance.

### **Geographical Location of Agency**

The agency is headquartered in a cluster of five historic buildings located in the Capitol Complex in Austin (four are owned by the agency; one is provided by the Texas Facilities Commission). Due to limited space, several employees are also housed in the Stephen F. Austin Building, the Clements Building and the Archeology Lab. The THC has researched options for consolidating staff into one office, as the agency has reached capacity in its current buildings, and the effectiveness and efficiency of the agency's activities are hampered with employees spread amongst separate locations. In addition to its headquarters in Austin, the agency owns and administers the following state historic sites (SHS):

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

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

### **Human Resources**

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

<b>Education</b>	<b>Percent of Staff</b>
Doctorate	2.6
Masters	37.6
Bachelors	35
Associates	4.3
High School Diploma	20.5

The agency turnover rate of 12.1 percent during FY 2007 reflects the fact that both professional and non-professional staff can find employment with other organizations at higher salaries that cannot be matched by the THC. Fair pay is the largest human resource challenge; the agency consistently pays less than the private sector as well as other state agencies with similar positions. The turnover rate has improved significantly since previous fiscal years as a result of steps to address fair pay, as well as an emphasis on professional development. All employees are encouraged to create a professional development plan and attend training that will help them achieve their goals.

Another challenge for the agency is developing appropriate career ladder opportunities for staff. Because the agency is small and highly-specialized, it has been difficult to chart a path for staff advancement. Typically, promotions occur as a result of another staff member retiring or leaving the agency. An opportunity for the agency is to plan for succession, as a number of THC employees who hold leadership positions are approaching retirement. Succession planning can be a vehicle for career advancement as well as promote the continuity of knowledge and institutional memory at the agency.

The THC staff participated in the Survey of Organizational Excellence in the first two weeks of October 2007. In response to its results the agency leadership analyzed the survey responses and made recommendations for addressing key issues. The agency supports staff in developing solutions to create a productive environment at the THC.

## **Assets and Capital Improvements**

The agency owns and maintains four historic buildings in Austin's Capitol Complex (a fifth, the Elrose Apartments, is provided by the Texas Facilities Commission). These buildings include:

- Carrington-Covert House (1856)
- Christianson-Leberman Studio (1871)
- Gethsemane Church (1880)
- Sunday School Building/Luther Hall (c. 1940)

Modest capital improvement appropriations from 1993 to 1999 enabled the agency to renovate these buildings to create more office space, as well as modify buildings to comply with the Americans with Disabilities Act. The agency has received an appropriation of \$698,000 for building restoration and maintenance of its headquarters structures in FY2007–2008. It is essential for the state agency for historic preservation to act as a role model for the public in the sensitive use and stewardship of historic buildings. Capital funds are necessary if the agency is to continue to responsibly occupy these historic buildings.

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

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

Most of these sites will be undergoing rehabilitation through a \$34 million bond program established by the 80th Legislature. The capital needs of each site are being examined thoroughly and construction may begin as early as the end of FY 2008. The National Museum of the Pacific War encompasses several buildings on nine acres, including the historic Nimitz Hotel which has recently been rehabilitated as a museum which focuses on the life and career of Admiral Chester Nimitz. The 79th Legislature appropriated \$9 million in bond revenue to expand the existing George H.W. Bush Gallery, which will provide additional exhibit space, an educational center and storage for the museum's vast Pacific War collections. This project is currently under way and should be completed by December 2009.

With the addition of the 18 state historic sites the agency now owns 57 vehicles and is in the process of placing an additional nine vehicles that were located at the state historic sites on the surplus list due to high mileage and poor mechanical condition. We also own six archeological sites as a result of property

owner donation. Through ownership we are able to preserve these important sites; however, we lack appropriate staff to routinely monitor and maintain these properties.

### **Strengths**

- Most offices are located in the Capitol Complex, which provides easy access for the public.
- The offices demonstrate the successful adaptive reuse of significant historic buildings.
- The agency has the funding to replace nine vehicles with mileage above 100,000.

### **Weaknesses**

- Buildings are functioning at capacity and will not accommodate additional staff.
- Some buildings have inadequate access for persons with disabilities.
- Interior finishes at several buildings are deteriorated.
- Most of the buildings have substandard or nonexistent security and fire protection systems.
- The Elrose Building has an inadequate air conditioning system.
- Many of the state historic sites are located in remote areas making them less accessible.

The agency has identified numerous capital improvement needs for the buildings in the Capitol Complex that must be addressed in the coming years in order to continue operating in the most efficient manner. In order of importance they are:

### **Building maintenance**

Repairs and renovations to the THC buildings continue to be needed to maintain life safety and functionality. The agency received \$698,000 in bond funds for this purpose and has begun the process of taking care of critical deferred maintenance needs, but this money only covers a percentage of the necessary repairs. To continue to address these critical deferred maintenance needs the THC will need an additional \$400,000 for the coming biennium. After that the building repairs and cyclical maintenance for all THC-owned buildings will require \$100,000 each year.

### **Technology**

The agency has embraced technology to streamline operations and improve service as funds have allowed. As the public comes to demand quicker, more efficient service and access to information, the agency will have to continue to invest in technology and staff training to keep pace. Funding for technology was not included for FY 2004–05, and while we were given a limited capital budget in FY 2008–09, no funds were appropriated. The agency struggles to keep its computer systems updated on a regular basis, let alone advance access to services via the web. The THC needs funding for technical staff, training, maintenance and upgrades of hardware and software.

### **Building space**

The THC has determined that the agency's needs and services have significantly outgrown the current capacity of the buildings and grounds. This has been exacerbated by the addition of a new division to oversee the state historic sites. Existing departments are spread between five agency buildings and lease space in three separate state buildings. We are currently investigating the possibility of having to lease additional paid office space on the open market with the Texas Facilities Commission (TFC). It would be more efficient for operations to locate all employees in closer proximity and at no cost to the agency. We would greatly appreciate the TFC providing adequate state-owned space for our authorized programs.

## Historically Underutilized Businesses

The THC continues to be fully committed to making a good faith effort to effectively promote and increase contract opportunities directly with Historically Underutilized Business (HUB) and indirectly through subcontracting opportunities.

The agency has consistently exceeded the HUB participating goal in the Commodities Contract category and has increased spending in the Other Services Contracts category. The agency has not met the participating goal for the Special Trade, Professional Services and Other Services categories due to limited procurements in these areas. The agency's goal is to meet 5 percent of the HUB participating goals in each of these categories. Currently, the agency does not procure any heavy construction or building construction. However, with the 18 historic sites transferred to the agency on January 1, 2008, the agency expects to procure under these two categories in the future and the agency's goal for these categories is 5 percent of the HUB participating goals.

When the THC enters into a contract with an expected value of \$100,000 or more and before the agency solicits bids, proposals, offers or other applicable expressions of interest for the contract, the HUB coordinator will determine whether there will be subcontracting opportunities under the contract. If the HUB coordinator determines that there is a probability of subcontracting opportunities, the HUB coordinator will require that each bid, proposal, offer or other applicable expression of interest for the contract to include a HUB subcontracting plan.

The THC has developed a plan to improve overall compliance with the state's HUB goals. The plan is to foster increased utilization of HUBs in the agency's construction projects and purchases of goods and services. The objective is to surpass the agency's adjusted HUB performance goals and meet the goals developed through the State of Texas Disparity Study and enforced by the CPA for the agency as applicable. The plan includes a good faith effort standard, active membership in the HUB Discussion Workgroup, a mentor-protégé program and a forum program.

## C. Fiscal Aspects

### Size of Budget

The total budget for FY2008–09 for the THC is \$135,747,598, of which \$62 million is bond proceeds for the Texas Historic Courthouse Preservation Program and \$34 million is bond proceeds for rehabilitation of the state historic sites. In addition, \$6,750,720 in FY 2008 and \$6,999,120 in FY 2009 is sporting goods sales tax revenues for the operation of the state historic sites.

### Method of Finance

The THC is funded from a variety of sources. Its method of finance is detailed below:

Method of Financing		FY 2008	FY 2009
General Revenue Fund		10,523,292	7,321,160
Sporting Goods Sales Tax		6,750,720	6,999,120
Fees from Historic Sites		324,000	324,000
General Revenue Fund – Dedicated		525,000	525,000
Federal Funds		937,351	863,851

<b>Other Funds</b>			
Appropriated Receipts		363,757	363,757
Interagency Contracts		1,614,295	1,614,295
Bond Proceeds			
General Obligation Bonds		96,698,000	
Subtotal, Other Funds			
<b>TOTAL</b>		<b>\$117,736,415</b>	<b>\$18,011,183</b>

The agency has entered into several interagency contracts to promote tourism and encourage travel to historic sites, and to avoid construction delays.

### **Federal Funds**

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

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

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

Federal funds are a significant source of operating revenue for the agency. The level of federal funding was reduced by \$250,000 in FY 2003 and 2004 and since that time federal funding has remained at this reduced level. This reduction in funding has hampered the agency's ability to fulfill its mandated federal activities and requirements.

### **Per Capita and Other States' Comparisons**

According to the most recent available data, Texas ranks 37th in the nation in state funding for historic preservation. The nationwide survey that produced this data was performed by the National Conference of State Historic Preservation Officers. While some states spend as much as \$1.90 per person annually for historic preservation, the national average is 30 cents per person. Texas generally spends less than one-third the national average on historic preservation, or the equivalent of 9 cents per Texan.

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

## **Budgetary Limitations**

As an agency that administers many programs through federal funding, the THC has difficulty matching mandated state salary increases for employees paid through the federal Historic Preservation Fund. Neither the state or federal government allocates increased funds for salaries of employees paid through federal money; as a result it is necessary for us to use the general operating budget to cover important and well-deserved increases. In addition, the state mandates longevity pay but has not allocated any resources for it, resulting in our need to use general revenue to cover the expense. These two issues alone result in a significant draw on the annual operating budget.

With the award of \$8.9 million in federal transportation enhancement funds the agency will need to provide a 20 percent match. This will total approximately \$356,000 annually for the next five years.

The agency's capital budget rider for FY 2008–2009 included Proposition 8 and Proposition 4 funds for the renovation of historic courthouses, repairs and renovations to the state historic sites and repairs to the THC buildings in the Capitol Complex. Although the authority to purchase replacement vehicles and purchase additional computer equipment was included in the capital budget rider, the agency's appropriations were not increased to cover the rider. Therefore, the agency is forced to allocate operating funds to cover these expenditures.

The agency plans to comply with the appropriation cap for out-of-state travel. All out-of-state travel is currently being prioritized and the executive director will only approve out-of-state travel deemed critical to the goals of the agency.

## **Degree to which Current Budget Meets Needs**

The agency's current budget does not meet the needs of baseline operations. The agency receives nominal annual funding for capital expenditures including building repairs, maintenance and improvements, as well as our technology infrastructure. The budget continues to be a complicating factor in our ability to operate effectively and provide needed public services. While more money would alleviate many problems, our budgetary issues arise from structural issues as well. Our biggest concern is cash flow; we maintain several interagency contracts that fund programs on a reimbursement basis. We routinely cover contract expenses through general revenue, which is then reimbursed; however, the lag time in which we are reimbursed results in cash flow strains.

The THC has inadequate technology resources to do our jobs effectively. In order to address our highest priorities of updating computer hardware and infrastructure, we require an increase in appropriations to cover capital expenditures for information resource technology. If we are to promote preservation and heritage tourism that results in significant value to the economy, as well as address our effectiveness through technology, it is important that we seek appropriations for capital expenditures.

Texas has more historic courthouses than any other state. Today, more than 235 courthouses still stand that are at least 50 years old; about 80 were built before the turn of the 20th century. Most of these structures have deteriorated significantly due to abandonment, inadequate maintenance, insensitive modifications or a combination of these problems. These historic courthouses are focal points for heritage tourism, one of the fastest-growing segments of the travel industry. The THC awarded nearly \$207 million to counties in Texas and has assisted in the restoration and preservation of 64 historic county courthouses. The estimated current need to restore courthouses that submitted approved master plans is approximately \$200 million in state funds. There are still dozens of nationally recognized historic courthouses across the state that could benefit from the Texas Historic Courthouse Preservation Program.

## D. Customer Analysis

Since the late 19th century Texans have expressed an interest in preserving the landmarks of Texas' history. Persons typically associated with preservation activities have fit a particular profile: Anglo, educated, financially secure, over 40 years of age and generally female. Most did not work outside the home and had time to invest in preservation activities. This profile remained largely unchanged until the late 1970s and early 1980s when several factors came into play:

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

Despite these changes, the majority of the client base of the THC continues to be Anglo, predominantly female and over the age of 50. Although the number of minorities, particularly Hispanics, continues to rise in Texas, participation in preservation has not grown in proportion to this increase. The agency has initiated strategies to promote participation from underrepresented populations, such as its cultural diversity initiative, surveys of significant sites associated with minorities and production of targeted publications. One such publication is the upcoming revision of the *African Americans in Texas: Historical and Cultural Legacies*. This guide to the exemplary participation of African Americans in Texas history has been so popular that it is currently only available online. Within the marker program is a fund that can be used to produce markers that tell the story of underrepresented populations in Texas. The agency, however, must continue to seek direct input from minority groups, new minority heritage organizations and individuals to assess needs, resources and issues of importance.

The next few years will be a critical period as the agency seeks to increase broad involvement in historic preservation, specifically through our designation programs, educational outreach, grant opportunities, heritage tourism and staff composition.

### Current Customers

The THC is committed to serving every Texan, present and future, as well as visitors from around the world who enjoy Texas' rich history and attractions. Our key service populations include:

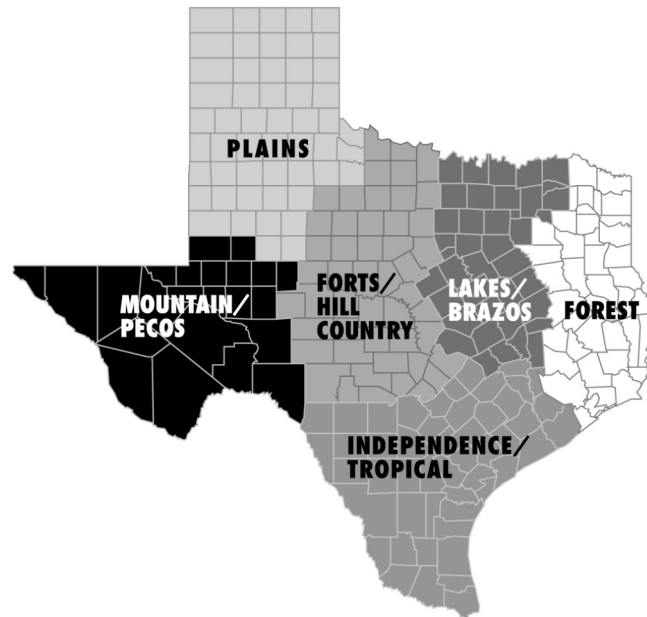
- A network of 254 county historical commissions
- Volunteer nonprofit preservation groups, such as local and statewide preservation organizations, and local, regional and statewide archeological societies
- Museums
- State and federal agencies
- Local governments
- Professionals in preservation fields, such as architects, architectural historians, archeologists, historians, museum specialists and planners
- Landowners
- Developers



- Researchers and writers
- Libraries
- Educators
- Students
- History enthusiasts
- Tourism organizations
- Visitors to state historic sites
- The public at large, including all ethnic groups and visitors to the state

The location of the service population is the entire state of Texas. To better manage the preservation of historic resources and the delivery of services, the THC has divided the state into six regions: the Forest Region, the Forts/Hill Country Region, the Independence/Tropical Region, the Lakes/Brazos Region, the Mountain/Pecos Region and the Plains Region. Below is a map of the regions.

### TEXAS HISTORICAL COMMISSION REGIONAL MAP



### Future Trends and Impacts

In 2008, Texas is projected to have more than 25.4 million residents. By the year 2011 the population is expected to exceed 26.6 million. Significant to this growth is the change in demographics. Hispanics are projected to be the majority by the quarter-century mark. The number of households in the state is increasing; however, their size and homogeneity is decreasing. By 2040, it is projected that at least 60 percent of householders will be non-Anglo and the average householder will be over the age of 50.<sup>1</sup>

These changes in demographics will be accompanied by trends in development and settlement patterns. As the population increases, so will development around metropolitan regions of the state. Areas containing previously undisturbed archeological and historic resources will be located in areas of urban

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<sup>1</sup> Texas Comptroller of Public Accounts; Texas State Data Center

and suburban growth. The impact of development on resources is an important factor influencing the activities of this agency, especially in the regulatory review process. This means that the agency will be called upon from all parts of the state for increased services and assistance.

Although most people live in metropolitan areas and growth is expected to continue in these areas, the THC has a large rural constituency. This rural constituency will be impacted by growth and migration to the metropolitan areas in the form of population and economic decline. Rural communities already look to historic preservation and the THC as a source for revitalization and tourism resulting in economic development. Demographic and economic trends will increase the demand for services from the agency. In addition, the majority of undisturbed archeological sites survive in rural contexts where the land has remained relatively undeveloped.

**Texas and the U.S. Economic and Population Forecast**  
**Fiscal Years 2009–13, Fall 2007 Forecast**

CATEGORY	2004	2005	2006	2007	2008*	2009*	2010*	2011*	2012*	2013*
<b>TEXAS</b>										
Gross State Product (2000 dollars in billions)	\$798.0	\$827.1	\$858.1	\$888.8	\$917.5	\$943.8	\$976.0	\$1,007.7	\$1,039.8	\$1,070.3
Annual percentage change	4.0	3.7	3.7	3.6	3.2	2.9	3.4	3.2	3.2	2.9
Personal Income (current dollars in billions)	\$681.6	\$743.6	\$808.6	\$874.2	\$928.3	\$980.3	\$1,038.6	\$1,096.1	\$1,156.7	\$1,215.6
Annual percentage change	2.4	2.5	5.3	5.7	5.4	5.6	6.2	6.2	6.7	6.8
Nonfarm Employment (in thousands)	9,450.4	9,667.7	9,980.6	10,228.7	10,432.7	10,620.0	10,842.0	11,038.8	11,219.4	11,372.1
Annual percentage change	0.8	2.3	3.2	2.5	2.0	1.8	2.1	1.8	1.6	1.4
Unemployment Rate (percentage)	6.2	5.4	5.1	4.4	4.7	4.9	4.9	4.9	4.8	4.9
Texas Exports (in billions)	111.3	126.2	145.1	164.9	184.3	202.4	219.2	235.2	251.9	269.0
Resident Population (in thousands)	22,421.9	22,827.6	23,432.2	23,775.2	24,158.2	24,536.1	24,905.5	25,263.8	25,617.4	25,962.2
Annual percentage change	1.8	1.8	2.6	1.5	1.6	1.6	1.5	1.4	1.4	1.3
Resident Population 17 and under (in thousands)	6,007.3	6,040.6	6,068.7	6,094.1	6,107.0	6,117.5	6,127.1	6,137.1	6,150.2	6,165.5
Annual percentage change	0.5	0.6	0.5	0.4	0.2	0.2	0.2	0.3	0.2	0.2
Resident Population 65 and over (in thousands)	2,178.7	2,210.7	2,246.4	2,287.6	2,341.7	2,400.1	2,458.4	2,511.8	2,608.8	2,707.3
Annual percentage change	1.3	1.5	1.6	1.8	2.4	2.5	2.4	2.2	3.9	3.8
<b>U.S.</b>										
Gross Domestic Product (U.S. 2000 dollars in billions)	\$10,593.4	\$10,925.8	\$11,247.3	\$11,481.2	\$11,713.0	\$12,033.9	\$12,379.2	\$12,716.4	\$13,058.8	\$13,366.7
Annual percentage change	3.8	3.1	2.9	2.1	2.0	2.7	2.9	2.7	2.7	2.4
Consumer Price Index (1982–84=100)	187.4	193.5	200.6	205.3	210.0	213.5	217.6	221.6	225.5	229.5
Annual percentage change	2.3	3.3	3.7	2.3	2.3	1.6	1.9	1.8	1.8	1.8
Prime Interest Rate (percentage)	4.1	5.7	7.6	8.2	7.3	7.4	7.8	7.6	7.8	7.7

\*Projected.

Sources: Texas Comptroller of Public Accounts; Texas State Data Center

## **Indicators of Customer Demand**

Because the agency responds to requests for technical assistance from the local level, as well as reviews for Section 106 projects, customer demand is influenced by numerous factors, including population growth, economic trends and development that are beyond the control of the agency. For example, placements of historical markers are generated at the local level, and the number of projects undergoing regulatory review depends on the number of developmental projects (such as road construction or cell tower building) undertaken by project sponsors.

No other state agency meets the needs of preservation groups at the local level in the same manner as the THC. The restoration and preservation of historic resources, which in turn spur economic development and tourism, would be much less accessible without these agency programs, and several important tax benefits and grant fund programs would not be available. Also, groups that undertake historic preservation at the local level depend on the THC for information, guidelines, technical advice and information on sources of financial assistance and potential tax advantages.

The agency's regulatory review process ensures that the needs of project sponsors and administrators of public lands are met by providing rapid, capable reviews by an experienced, professional staff. No other agency provides these services that enable land-altering projects to be in compliance with state and federal preservation laws.

## **Interaction with Customers**

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

- The agency's Annual Historic Preservation Conference provides a forum for more than 300 preservationists across the state to participate in workshops and meet informally with agency staff members and other preservation specialists.
- The summer meeting of the Texas Archeological Stewardship Network provides not only interaction with this special group of volunteers, but also an opportunity for staff to assess the needs of avocational archeologists and local archeological societies in general.
- Annual grant writing workshops provide effective and inexpensive training on how to find funding for local preservation needs at a very practical level.
- Main Street manager training, Certified Local Government training and Texas Heritage Trail coordinator training provide much-needed specialized guidance for those who are leading agency programs in the field.
- The Visionaries in Preservation program assists local and regional preservation entities in the development of a vision for preservation in their communities and trains them to use proven preservation tools.
- The THC web site provides instant accessibility to agency programs and projects. Through it, the agency offers useful and educational information, responds to public inquiries and provides referrals to other sources of assistance.
- Texas Archeology Month annually encourages special events and educational materials to raise awareness of the state's archeological and ethnic heritage.
- The Texas Archeological Stewardship Network uses volunteer avocational archeologists to answer questions from the public, make presentations to schools and assist with archeological projects in every part of the state.
- The agency is currently involved in the process of developing a new brand that will more adequately portray the mission of the THC.

## **E. Technological Developments**

Technology aids the agency in many ways. Computer technology through the use of the LAN has increased communication capabilities throughout the agency. The THC web site and Atlas database have enabled the general public, state, federal and local agencies to receive much-needed information through researching these sites. Through the use of email the THC disseminates information to various listserv customers without costly postage. Technology is used for presenting agency programs through PowerPoint presentations and has proven to be an excellent training tool.

The agency has not kept up with the advancements in technology. Our lack of technology is a pressing issue that affects the THC's ability to deliver services efficiently and effectively. We have inadequate and outdated computer equipment and infrastructure, which results in slower staff performance and general frustration. Our staff is located in several separate buildings throughout the Capitol Complex, resulting in the need to establish effective communication tools and the ability to quickly share complex files and information about projects.

### **Impact of Anticipated Technological Advances**

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

In addition to the technical side of the THC, agency operations must keep up with technology advances. The Internet and information technology infrastructure have become sophisticated and powerful tools for communication, service delivery and information management. The THC has not had the resources to engage in current technology trends, especially in regards to delivering services via the Internet, but has made it a priority for advancing agency operations. It has also investigated the possibility of going "paperless."

### **Degree of Agency Automation**

Each staff member in the agency is provided with a telephone and a desktop or laptop computer with e-mail and Internet access and all necessary computer programs needed to carry out his/her duties with the agency. In addition, there are many staff members who share files over a server to reduce the time it takes to pass files back and forth and to reduce paper costs. The agency-wide computer network has increased the overall efficiency of the workforce and has provided a more reliable way to communicate between staff members.

The THC web site continues to be a source of information for preservationists around the state. The agency has embarked on a program to provide all new and many existing travel and informational brochures via the web site. This has reduced the time it takes for a person to receive the needed information and will reduce printing costs and postage. Many of the agency program applications can be found on the THC web site.

### **Anticipated Need for Automation**

We recognize technology as a powerful tool not only for our internal efficiency, but also as a way to effectively deliver services to the public. We currently have limited information resource staff and inadequate and outdated computer equipment and infrastructure; and we operate without a central database to track services to communities.

The web has become the main portal for obtaining information for a large percentage of the population. We would realize immediate efficiency advances through online interactive forms, as well as providing tutorials and toolkits for services via the web site which would help us address key training issues with county historical commissions and preservationists across the state. Because Texas is such a large state, and THC staff are concentrated in Austin, virtual services are needed for the THC to be effective.

Fundamental to the success of all our programs, we must promote the state's historic assets to Texas travelers. Heritage tourism generates \$1.43 billion annually and is the largest growing segment of the tourism industry in Texas. The THC is the premier source for heritage travel information and the web is an important, but neglected, portal for promoting quality heritage destinations to Texans and non-Texans. The THC has identified several solutions to our technology issue; however, all of them require financial resources. We have secured in the past and will continue to ask for an appropriation in order to deliver services, interact with and train our constituents, and promote heritage destinations via technology.

## **F. Economic Variables**

Several agency programs are directly tied to the economy and are impacted by change in personal income, employment and population fluctuations. Private property owners are more inclined to spend money on historic building rehabilitation when the economic conditions are good, interest rates are low and personal income is greater. Counties are more inclined to apply for the Texas Historic Courthouse Preservation Program when tax revenues can provide the matching funds for this program. Gross state product and personal income are projected to rise steadily through 2013, which can cause an increase in the demand for these types of programs.

The most significant variables to the agency are population growth, changes in demographic patterns and development trends throughout the state. Texas' population has grown significantly in the past decade, and is projected to continue to increase extensively. Hispanics are projected to be the majority by the quarter-century mark. The agency must respond to these demographic changes to stay relevant and meaningful to the public. Notably as the Hispanic population increases, the THC must evaluate its programming and means of communication to effectively engage this important and burgeoning population. The agency has just scratched the surface of documenting and preserving the Hispanic historic resources of Texas, and has not had the resources to translate information and training materials into Spanish.

The number of households in the state is increasing; however, their size and homogeneity is decreasing. By 2040, it is projected that at least 60 percent of householders will be non-Anglo and the average householder will be over the age of 50.<sup>2</sup> These changes in demographics will be accompanied by trends in development and settlement patterns. As the population increases, so will development around metropolitan regions of the state. This will impact the number of historic and cultural resources reviews staff at the agency must accomplish. As the population and households increase, so will the number of resources that will become historic. The agency's workload has the potential to increase every year as more resources become historic.

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

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<sup>2</sup> *A Summary of the Texas Challenge in the Twenty-First Century: Implications of Population Change for the Future of Texas*. Steve H. Murdock, Steve White, Md. Nazrul Hoque, Beverly Pecotte, Xiuhong You, Jennifer Balkan. Department of Rural Sociology, Texas A&M University System, December 2002.

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

## **G. Impact of Federal Statutes/Regulations**

The THC serves as the State Historic Preservation Office (SHPO) as required by the National Historic Preservation Act of 1966 (NHPA), as amended. The NHPA directs all states to administer federal preservation laws and policies. These policies and programs serve as the foundation for all SHPOs and for a unified national historic preservation effort. By not performing these baseline functions, the THC would jeopardize its standing with the National Park Service and Secretary of the Interior, along with its annual allocation from the federal government, which in FY 2007 equaled \$977,220. Under the NHPA, the THC is required to:

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

The SHPO is mandated by the National Historic Preservation Act of 1966 to represent the interests of the state when consulting with federal agencies under Section 106 and to maintain a database of historic properties. The Advisory Council on Historic Preservation (ACHP), an independent federal agency in the executive branch, oversees the Section 106 review process. John Liston Nau, III is the chairman of the ACHP as well as the THC.

The executive director of the THC, in his role as SHPO, maintains a close relationship with the National Park Service and U.S. Department of the Interior, along with the Advisory Council on Historic Preservation. The National Park Service manages federal preservation programs in partnership with SHPOs, including the National Register of Historic Places, the Historic Preservation Tax Credit program and the Certified Local Government program.

The Native American Graves Protection and Repatriation Act of 1990, and regulations for its implementation, stipulates the acceptable treatment of human remains and associated sacred objects. Although the THC has no legal responsibilities under this act other than responsibility for its own collections, constituents have had, and will continue to have, need for information and assistance in

complying with this law. In addition, tribal groups have become more active in locating and identifying “sacred places” and such searches will involve this agency.

The Intermodal Transportation Efficiency Act, first passed in 1991, included a clause that allowed a percentage of each state’s appropriation to be spent on projects related to highway transportation. Numerous Texas communities have used these enhancement funds for preservation projects, including repair of historic bridges and designation of historic corridors. The act was reauthorized in 1998 and again in 2005, now known as Safe, Accountable, Flexible and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) of 2005. The 79th Texas Legislature appropriated \$81.2 million for the Texas Historic Courthouse Preservation Program through SAFETEA-LU funding. The THC was awarded \$8.9 million in FY 2008 to continue its nationally award winning Texas Heritage Trails Program, which includes promoting heritage tourism in all 254 counties in Texas.

The Americans with Disabilities Act of 1990, which includes historic structures in its requirements for improved accessibility, continues to impact requests for technical assistance in several agency programs. In addition, some buildings in the agency’s complex are not yet accessible.

### **Impact of Future Federal Actions**

Federal funds are a significant source of operating revenue for the agency. The level of federal funding was reduced by \$250,000 in FY 2003 and 2004 and since that time federal funding has remained at this reduced level. This reduction in funding has hampered the agency’s ability to fulfill its mandated federal activities and requirements.

The Community Restoration and Revitalization Act (H.R. 1043 and S. 584), introduced in February of 2008, includes several needed improvements to the federal rehabilitation tax credit program which the THC administers. Most significantly, this bill would increase the federal rehabilitation tax credit for smaller projects. The tax credit would be increased from 20 percent to 40 percent on the first \$1 million of qualified expenditures for projects under \$2 million which would be extremely beneficial for Main Street-type projects. This would potentially expand homeownership opportunities for low and middle-income families, stimulate the revival of decaying neighborhoods and cities, and enlarge the tax base of inner cities and small towns. This would have a dramatic impact on the THC workload, as private homeowners are in demand for financially beneficial historic preservation programs.



## **H. Other Legal Issues**

### **Impact of Anticipated State Statutory Changes**

The THC was directed in 1997 by the 75th Legislature to conduct an evaluation of state-owned historic sites under the management and control of Texas Parks and Wildlife (TPW). The THC has been coordinating with TPW to address the issues at state-owned historic sites. Ownership of the National Museum of the Pacific War was transferred from TPW to the THC in 2005 by the 79th Legislature and ownership of 18 additional state historic sites was transferred from TPW to the THC by the 80th Legislature.

### **Impact of Local Government Requirements**

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

## **I. Self-Evaluation and Opportunities for Improvement**

### **Effectiveness and Efficiency**

We evaluate our effectiveness and efficiency in meeting the objectives of the agency through a combination of standard performance measures, economic impact of our programs, success in educating and training the general public on the tools of preservation, and our ability to provide our constituents financial resources for local preservation projects.

During the 80th legislative session the agency was reviewed by the Sunset Commission. We successfully completed the self-analysis, participated in the various public hearings involved and had only three issues to address — all of which are now complete.

We meet our primary objective of resource identification, preservation and interpretation through a number of outcomes that serve as the backbone of our performance measures. These numbers illustrate workload quantity in any given year, but do not take into account project size and complexity. The nature of the federal and state programs that Archeology, Architecture and History Programs division staff manage require us to respond to projects, including federal and state review, federal historic preservation tax incentives, National Register nominations and state designations. The volume of these projects fluctuates depending on the economy, the undertaking of projects that spark Section 106 and Antiquities Code review, and the public's desire to acknowledge and rehabilitate historic resources. THC staff:

- Reviewed 16,825 projects for Section 106 in FY 2007.
- Conducted 96.5 percent of federal and state archeology reviews in less than 30 days in 2007.
- Facilitated 40 nominations to the National Register of Historic Places, resulting in 1,230 properties being listed in 2005–06.
- Designated 39 State Archeological Landmarks across the state in 2007.
- Assisted constituents with 1,601 historic buildings in 2007 with 99 percent preserved.

The effectiveness of the agency's programs extends beyond the numbers of historic resources identified or designated. We demonstrate the impact that historic preservation can have on the local and state economy.

- The Texas Main Street Program has generated more than \$1.8 billion in reinvestment in Texas downtowns and neighborhood commercial districts, created more than 23,700 jobs and

established more than 6,100 new businesses. Volunteers have invested more than 480,000 hours on activities in Texas Main Street Cities.

- In FY 2007 Historic Preservation Tax Credit program staff facilitated rehabilitation projects that invested \$51,556,535 in the Texas economy.
- The Texas Historic Courthouse Preservation Program has generated more than \$83 million in local match from participating counties, 6,670 jobs, \$185,317,540 in income, and \$252,880,000 in gross state product.
- Since 1997, the Texas Heritage Trails Program has facilitated development of 10 heritage regions, 10 regional organizations and all 254 counties are receiving tourism assistance.
- In the past 10 years more than 715 cultural and heritage sites have been evaluated for tourism readiness and received written recommendations.
- Eight regional travel guides and five thematic travel guides have been developed.
- Ten heritage region web sites have been developed and continue to promote cultural and heritage sites within those heritage regions.
- In the past 10 years more than \$379,000 in regional cash contributions has been raised by the heritage regions to fund their operations.
- More than \$663,000 in in-kind contributions has been generated in the 10 heritage regions to fund their operations.
- More than 7,400 volunteer hours have been contributed to the work of the 10 heritage regions and the Texas Heritage Trails Program.
- Communities and nonprofits have received more than \$454,450 in partnership grants over the past 10 years.
- In FY 2007 the Texas Heritage Trails Program received a Preserve America grant that facilitated the development and execution of 30 regional workshops for historic attractions on collections care and management, interpretation and exhibit development and design. This grant also provided the funding for the development and printing of the *Heritage Tourism Guidebook*.

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

- Archeological stewards logged 22,153 volunteer hours in FY 2007.
- Staff trained 13,385 individuals in archeological preservation in FY 2007, accounted for 1,249 volunteer-directed archeology projects resulting in \$231,776 in-kind volunteer hours, and distributed more than 180,973 materials about archeology.
- County historical commissions reported more than 3,383 volunteers donating an excess of 355,538 hours in FY 2007.
- The total publicity value for THC stories placed in Texas newspapers was valued at approximately \$4.9 million in FY 2007.
- In FY 2007 our web site received approximately 100,000 visitor sessions and 65,000 unique visitors each month.
- Our bi-monthly publication *The Medallion*, had more than 13,000 subscribers in FY 2007.
- The Visionaries in Preservation Program completed six Historic Preservation Action Plans in two counties and four communities throughout the state in FY 2006 and 2007.

Just as our constituents require knowledge and tools, they also require financial resources for successful historic preservation efforts. The THC is an important source of funds for preservation projects and in all cases we require a monetary or in-kind local match, making the investment in preservation go that much further.

- In FY 2007 and 2008 the Texas Preservation Trust Fund awarded almost \$1 million in matching grants for a broad array of preservation projects.
- The Texas Historic Courthouse Preservation Program has granted nearly \$207 million to 68 counties for courthouse planning and restoration work since 1999.
- The Certified Local Government program has awarded \$1,442,001 in direct grants to local projects since 1986.

### **Agency Characteristics Requiring Improvement**

The following areas have been identified for improvement:

#### **Technology**

The THC has made inroads into bridging the technology gap that has existed at the agency for many years but that gap continues to impact our ability to promote heritage destinations, increase the public's access to preservation services and raise our staff's overall efficiency levels. We have inadequate and outdated computer equipment and infrastructure, as well as limited information resource staff. Without adequate technology resources it is difficult to use the Internet and electronic communication as an advanced medium for promoting the state's historic travel destinations to Texans. While we are diligent in explaining our services on our web site and have more than 1,000 pages of information and forms available, we would also realize immediate efficiency advances through online interactive forms, as well as providing tutorials and toolkits via the web. Because of the large geographic size of our state in relation to the limited number of staff at the THC as well as the physical storage limitations of our buildings, we must make advances in the virtual world of service delivery and electronic file storage in order to truly streamline our functions and simplify our services to the public. The THC's technology gap continues to impair our ability to engage our constituents, keeping them well-informed and active in preservation efforts.

#### **Survey and Inventory**

The THC is the go-to place for learning about historic places in Texas; however, we lack basic information about historic resources throughout the state to do our jobs effectively and efficiently. Our current inventory contains more than 270,000 sites in Texas. However, with 90 percent of archeological resources located on private land and one-third of the counties in Texas represented in our inventory, there are large gaps of information about existing resources. A survey is the first step in most of our programs, including federal and state mandated reviews, as well as programs that are proven catalysts for economic development. Having a comprehensive inventory of historic resources that is continually maintained and updated would enable us, as well as federal, state and local governments and organizations, to be proactive about using historic resources as a tool for proven revitalization and economic development. Our current inventory represents only one-third of the counties in the state, and by and large the information we have is either outdated or the methodology used to survey the properties is questionable. Undertaking a statewide survey far exceeds the capacity of the existing THC staff. Most State Historic Preservation Offices have a plan and allocate resources and staff to systematically survey their entire state.

#### **Fair Pay**

Fair pay for THC staff has been a documented source of concern for the agency since 1998, the first year the agency completed the Survey of Organizational Excellence. Fair pay at the THC can be broken into these key issues:

- Pay doesn't keep pace with cost of living, cost of benefits or basic inflation.
- Pay is not competitive with similar positions at other state agencies, local governments or the private sector.

- It is difficult to recruit qualified professionals with current salary structure.
- A limited career ladder or opportunity for promotion exists at the agency.

The agency must improve its salary structure to be more competitive with similar state positions and the private sector or we risk losing talented professionals. Fair pay affects the overall morale of staff and influences many aspects of their job satisfaction.

### **Diversity**

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

### **Key Obstacles**

The following areas have been identified as key obstacles:

#### **Budget**

The agency's budget is another obstacle that limits our efficiency. While we are not a large state agency, we rely on many different revenue streams to meet our most basic service mandates. Each year we lose a portion of our general operating revenue to longevity pay and state-mandated salary increases to employees paid through federal funds. We are forced to take this money away from important services in order to meet budget. Because several programs rely on interagency contracts that are structured as reimbursements, we have to use general revenue to pay expenses that are then reimbursed past the point of adequate cash flow. Our capital rider was added back to our appropriations bill in fiscal years 2004–05 but without the necessary corresponding appropriation.

#### **Lack of Public Awareness**

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

Fundamental to the success of these programs, we must promote the state's historic assets to resident Texan travelers. Heritage tourism generates \$1.43 billion annually and is the largest-growing segment of the tourism industry in Texas; it also leverages \$29 more per day than other travel types. The THC is the premier source for heritage travel information and the web is an important, and neglected, portal for promoting quality heritage experiences and destinations to Texan and non-Texan travelers. We must also secure broader media outlets including newspaper, radio and magazine, for promoting heritage destinations to our in-state travel constituents.

## **Opportunities**

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

### **Promoting Preservation as Economic Opportunity**

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

### **The Texas Historic Courthouse Preservation Program**

The Texas Historic Courthouse Preservation Program (THCPP) illustrates the impact that historic preservation can have on the local and state economy. To date, THC staff has assisted 68 county courthouses in their restoration and preservation. The THCPP has generated more than \$83 million in local direct and indirect expenditures from participating counties. Nearly \$207 million has been awarded to historic county courthouses for preservation work, which has generated more than 6,670 jobs, \$185,317,540 in income and \$252,880,000 in gross state product. Today, the estimated current need to restore courthouses that submitted approved master plans is approximately \$200 million in state funds. The THCPP requires an appropriate level of consistent and long-term funding to maximize the benefits of the state funds expended. The economic and local benefits would be greater if counties could plan ahead for their involvement in the program, for example, budgeting monies that will provide their matching funds several years in advance.

### **Mobilizing the Grassroots**

The THC has an important partner in county historical commissions (CHC) for advancing historic preservation efforts at the local level. Required by the Texas Local Government Code and part of the county government structure, CHCs are required to review and recommend marker applications to the THC. They can also carry out local surveys, monitor designated properties and educate their county about preservation issues and methods. Several CHCs are models for activity and partnership with THC services but many CHCs struggle with their responsibilities and lack a broad and representative membership. Working to create knowledgeable and engaged CHCs whose members represent diverse populations and interests throughout each county is a big opportunity for improvement. We realize that if we strengthen this structure for preservation at the local level, every program and service we offer will be more effective, and we will enhance our ability to reach a greater number of our constituents. Two staff members have been hired to begin addressing this issue.

### **Strengthening Penalties for Violations**

Archeologists estimate that thousands of sites are damaged or destroyed by archeological looting each year. Currently Section 191.171 of the Antiquities Code states the penalty for vandalism as a misdemeanor crime, which has proven difficult to enforce due to criminal penalties adjudicated at the local level, as well as lack of law enforcement awareness about the Antiquities Code. Through the simple addition of Chapter 191 of the Natural Resources Code into the Penalty and Lawsuits section of Chapter 442, violations to the Antiquities Code can be handled more effectively through the Attorney General's Office and penalties are more likely to be imposed.

Historic cemeteries are more than just monuments to our ancestors — they are among the most valuable of historic resources, revealing information about historic events, religion, lifestyles, artistic styles and genealogy. However, desecration, vandalism and theft of historic cemeteries are becoming increasingly common problems occurring in the United States as well as Texas. Desecration by individuals — in many cases juveniles and young adults — is a growing problem, but desecration also occurs in many other circumstances, such as when cattle are allowed to roam throughout unfenced cemeteries and destroy gravestones. Graves are damaged or lost during construction activities when development takes place especially where unfenced cemeteries and unmarked graves exist. The demand for antique garden items also is causing an increase in the theft of gravestones, grave decorative objects and fencing. All these illegal activities result in the permanent loss of many elements found in historic graveyards, as well as the destruction and disappearance of entire cemeteries. The THC needs to expand the Historic Texas Cemetery designation program, which adds an additional layer of protection by being recorded in the deed records, as well as the RIP Guardian Program that is administrated as an adopt-a-cemetery program. We also need to direct more efforts toward preservation of minority cemeteries through the two previously mentioned programs. Finally, we need to increase education and awareness with law enforcement and the general public on the importance of historic cemeteries and address the need for buffer zones around cemeteries and installation of fencing to protect these resources.

### **Working with our Partners to Achieve Success**

The agency works directly with local, state and federal entities to achieve success in preserving the state's historic resources. The agency works at the local level with CHCs, Main Street cities, Certified Local Government programs and courthouse projects. The THC has developed close working relationships with various state agencies with regard to heritage tourism. These agencies include Texas Parks and Wildlife, Texas Department of Transportation (TxDOT), Texas Commission on the Arts and the Governor's Office of Economic Development and Tourism. In addition, the THC receives funding from the National Park Service (NPS) through the Historic Preservation Fund and coordinates closely with them on relevant historic preservation issues. Our main partners for success include:

#### **Federal Government**

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

#### **State Government**

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

### **County Government and County Historical Commissions**

County governments have responded very favorably to the implementation of the Texas Historic Courthouse Preservation Program. The \$207 million in grants appropriated by the legislature and awarded to counties across the state have been matched by more than \$83 million from counties and local communities. One of the agency's greatest strengths is a network of more than 15,000 volunteers who work to preserve our heritage on a regular basis. CHCs exist as an arm of county government, and these volunteers are an invaluable link in the state's preservation network, as they often can provide the expertise and guidance needed at the local level to produce positive results.

### **Local Government**

Local governments are a priority population of the THC, and special attention is given to CHCs, local landmark commissions, participating Main Street cities and Certified Local Governments. The Certified Local Government Program ensures that local communities are empowered and working to develop strong local preservation programs. At least 10 percent of Texas' federal appropriation is channeled as matching grants to designated local governments involved in this program.

### **Texas Main Street Cities**

There are nearly 150 communities with strong ties to the THC through its Texas Main Street Program. Officially designated communities receive technical expertise, site visits, design assistance and other professional assistance for the first three years in the program. The economic health of many of these communities has significantly improved as a result of Main Street, and many have become popular tourist attractions. By adopting good historic preservation methods and sound economic development techniques, the Texas Main Street Program has seen more than \$1.8 billion reinvested in downtown buildings, resulting in 6,100 more thriving businesses and 23,700 new jobs.

### **Private Sector**

In the private sector, we seek partnerships with the development industry to promote the use of federal tax credits to rehabilitate income-producing properties. In FY 2007 the private investment generated by the Rehabilitation Tax Credit Program in Texas totaled more than \$51 million. The advantages of the program are two-fold: the tax incentive prompts investors to participate in the program, thereby bolstering the economy, and properties of historical significance are preserved for generations to come. Our partnership with the state's private landowners is another relationship that the agency continues to develop. Because the vast majority of archeological sites in Texas are on private land, the agency seeks to protect important sites through donation or the granting of conservation easements, either to the THC or other conservancy institutions. In the next few years, the agency will work to strengthen this partnership by sharing information concerning tax incentives for landowners who maintain and protect significant sites on their properties. Finally, partnerships with local preservation groups further the goals of historic preservation. Through the Texas Archeology Month program, for example, local groups are given much-needed assistance and educational materials for their special preservation observances each October.

### **Private Nonprofit Groups**

The agency continues to strengthen ties to numerous private nonprofit groups, including the National Trust for Historic Preservation, Preservation Texas, Inc., the Texas Historical Foundation, the Texas State Historical Association, the Texas Downtown Association and local historical societies. Because the preservation community has many more needs than resources to meet them, it is imperative that nonprofit organizations pool their ideas, talents and expertise to meet statewide responsibilities. As much as possible, the THC provides technical and consultative services, but primarily it seeks to empower local groups with the information and resources they need to carry out their mandates at the local level. This is the goal of *Preserving our Heritage: A Statewide Plan for Texas*, which is a statewide comprehensive

preservation plan that includes a vision for historic preservation in Texas, as well as goals, objectives, strategies and action plans.

### **Friends of the Texas Historical Commission**

The Friends of the Texas Historical Commission had a very successful year in 2007. The Texas in World War II Initiative fundraising campaign was completed with donations totaling \$432,085. This figure, combined with the THC's commitment of \$202,000 in staff time and agency resources produced a total of \$634,085 for the campaign. The Friends also exceeded their annual fundraising goal of \$250,000 by securing \$490,821 in gifts, grants and other income. The Texas Heroes program gained several new members and brought \$153,000 to the total donated by the Heroes since the program's inception. A new internship program, the THC Preservation Fellows program, was established to encourage students from diverse ethnic backgrounds to explore career opportunities in historic preservation. More than \$46,000 was contributed by current and former commissioners and the Friends' trustees. The THC's first Preservation Fellow was Nedra K. Lee, a graduate student in anthropology at the University of Texas at Austin with a 4.0 GPA. During and after her internship, she worked with THC archeologists in recording, investigating and protecting Bull Hill Cemetery in Marlin, Texas. This research project will serve as the foundation for her Master's Thesis.

### **Employee Attitudes and Issues**

The Survey of Organizational Excellence was completed in October 2007 and provides a snapshot of employee attitudes regarding the agency. Overall, the agency's scores improved significantly from the last survey. All 20 constructs saw improvements, and the agency met or exceeded similar sized agencies in all five main dimensions. In response to its results, the agency has developed the following action plan for organizational excellence at the THC.

Objectives and impacts of this action plan are multifold:

1. To cultivate an excellent working environment at the commission.
2. To improve staff morale, creativity and productivity.
3. To integrally involve staff in the betterment of the agency.
4. To create a cycle of internal self-analysis and improvement at the agency.

Measures of success include:

1. Increasing the lowest scoring construct (fair pay) to 300 or over by year 2009.
2. Increase all construct scores to 400 or higher by 2011.
3. Qualitative staff feedback on improvements.

This action plan will be aggressively implemented and executive staff will report progress quarterly to the Organizational Planning and Excellence Committee. Quantitative measures of improvement to the SOE score will be demonstrated in the fall of 2009 and 2011 when the agency takes the survey again. The agency will also measure interim progress qualitatively through focus groups and staff feedback on informal surveys.

This action plan provides a framework to address the highest priority constructs of Fair Pay and Benefits together in a goal entitled Compensation Package. In addition, the plan will address the high priority constructs of Physical Environment and Diversity. Many of the action items can be addressed and implemented in-house; however, several may also require outside expertise. The agency will use its resources to develop the best implementation approach for each action item. The agency leadership is



committed to addressing staff concerns and will be taking these recommendations to develop an overall plan for organizational excellence at the THC.

## **V. AGENCY GOALS**

### **Goal A: Identify, Evaluate and Protect Historic Resources**

We will work with our partners to identify, evaluate and protect the diverse historic resources of Texas (Government Code, Chapter 442).

### **Goal B: Foster Vital Communities**

We will foster the economic vitality and quality of life of existing historic communities in Texas using historic preservation (Government Code, Chapter 442).

### **Goal C: Provide Preservation Incentives**

We will grow and distribute appropriate financial resources to encourage the preservation and protection of historic resources in the state (Government Code, Chapter 442).

### **Goal D: Engage and Motivate Current and New Constituents**

We will enable our existing constituents to be knowledgeable and motivated in preservation methods through pertinent education, training and dynamic information exchange using advanced technologies and engage new constituents to be the future leaders in historic preservation (Government Code, Chapter 442).

### **Goal E: Enhance the Visitor Experience**

We will provide for an expanded audience of Texans and their visitors opportunities to learn authentic stories of Texas history at the places where history really happened.

### **Goal F: Cultivate an Internal Culture of Creativity (Indirect Administration)**

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

## VI. OBJECTIVES AND OUTCOMES MEASURES

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### **Goal A: Identify, Evaluate and Protect Historic Resources**

We will work with our partners to identify, evaluate and protect the diverse historic resources of Texas.

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#### **Objective 1:**

To increase the number of historic and archeological properties designated by 2 percent annually resulting in preserved historic and cultural resources.

#### **Outcome Measure:**

Number of properties designated annually

Percent of historic buildings assisted annually which are preserved

#### **Objective 2:**

To increase the number of ethnically diverse historic and archeological properties identified by 2 percent annually.

#### **Outcome Measures:**

Number of properties identified annually

Number of properties representing ethnically diverse history

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### **Goal B: Foster Vital Communities**

We will foster the economic vitality and quality of life of existing historic communities in Texas using historic preservation.

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#### **Objective 1:**

To increase private investment in historic properties by 5 percent by the year 2013.

#### **Outcome Measures:**

Dollars reinvested in Main Street Central Business Districts

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### **Goal C: Provide Preservation Incentives**

We will grow and distribute appropriate financial resources to encourage the preservation and protection of historic resources in the state.

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**Objective 1:** To award an appropriate amount for each grant project to be successful and to ensure the state's investment in projects and properties is protected.

#### **Outcome Measure:**

Percent courthouses fully restored/rehabilitated

Percent eligible courthouses protected by preservation easements

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**Goal D: Engage and Motivate Current and New Constituents**

We will enable our existing constituents to be knowledgeable and motivated in preservation methods through pertinent education, training and dynamic information exchange using advanced technologies and engage new constituents to be the future leaders in historic preservation.

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**Objective 1:**

To increase the number of individuals trained and assisted in historic and archeological preservation by 10 percent by the year 2013.

**Outcome Measures:**

Number of individuals provided training in historic and archeological preservation

**Objective 2:**

To increase the number of counties who have active county historical commissions by 15 percent by the year 2013.

**Outcome Measure:**

Number of county historical commissions active in THC programs

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**Goal E: Enhance the Visitor Experience**

We will provide for an expanded audience of Texans and their visitors opportunities to learn authentic stories of Texas history at the places where history really happened.

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**Objective:**

To reflect the number of minor maintenance and repair projects carried out during the fiscal year at Historic Sites.

**Outcome Measure:**

Percent of State Historic Sites Maintenance and Minor Repair Projects completed

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**Goal F: Cultivate an Internal Culture of Creativity (Indirect Administration)**

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

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**Objective 1:**

To increase the agency composite score of identified target areas on the Survey of Organizational Excellence (SOE) to 400 or above by 2013.

**Outcome Measures:**

Percent change in score for target areas of the SOE.

Percentage of staff who take the SOE.

**Objective 2:**

To achieve 95 percent of customers surveyed who are satisfied overall with agency services by 2013.

**Outcome Measure:**

Percentage of surveyed customers expressing overall satisfaction with services rendered.

**Objective 3:**

To measure within 75 percent of the state's Equal Employment Opportunity (EEO) targets by 2013.

**Outcome Measure:**

Percentage of EEO population targets at agency.

**Objective 4:**

To include Historically Underutilized Businesses (HUBs) in at least 20 percent of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting by fiscal year 2013.

**Outcome Measure:**

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

## VII. STRATEGIES AND OUTPUT, EFFICIENCY AND EXPLANATORY MEASURES

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### **Goal A: Identify, Evaluate and Protect Historic Resources**

We will work with our partners to identify, evaluate and protect the diverse historic resources of Texas.

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#### **Strategy A.1: Architectural Assistance**

Protect Texas' diverse architectural heritage by providing technical assistance for the responsible rehabilitation and preservation of properties.

##### **Output Measure:**

Number of historic properties provided assistance, monitoring and reviews

##### **Efficiency Measure:**

Average cost per property assisted

##### **Explanatory Measure:**

Dollars reinvested in existing commercial buildings through rehabilitation tax incentives

#### **Strategy A.2: Archeological Heritage Protection**

Protect Texas' diverse archeological heritage through state and federally mandated cultural resource reviews, historic property management programs, volunteer efforts and public outreach.

##### **Output Measures:**

Number of construction projects reviewed for archeological impact

Number of volunteer archeological site protection efforts directed

Number of materials distributed

##### **Efficiency Measures:**

Average cost per construction project reviewed

Percentage of construction projects reviewed in less than 30 days

##### **Explanatory Measure:**

Dollar value of volunteer hours contributed

#### **Strategy A.3: Evaluate and Interpret Resources**

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

##### **Output Measure:**

Number of sites, properties and other historical resources evaluated

##### **Efficiency Measure:**

Average cost per site, property or historic resource evaluated

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**Goal B: Foster Vital Communities**

We will foster the economic vitality and quality of life of existing historic communities in Texas using historic preservation.

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**Strategy B.1: Development Assistance**

Provide technical assistance to public, private and nonprofit entities to encourage the process of preservation and revitalization of Main Street cities, promotion and development of heritage tourism and advancement of local policy for preservation through the Visionaries in Preservation and Certified Local Government programs.

**Output Measures:**

Number of properties and sites assisted  
Number of technical assists provided  
Number of promotional materials distributed

**Efficiency Measure:**

Cost per technical assistance provided to public, private and nonprofit entities  
Return on investment of heritage tourism marketing dollars

**Explanatory Measures:**

Number of districts participating in the Main Street Program  
Number of Certified Local Governments  
Number of communities in the Visionaries in Preservation Program

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**Goal C: Provide Preservation Incentives**

We will grow and distribute appropriate financial resources to encourage the preservation and protection of historic resources in the state.

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**Strategy C.1: Texas Preservation Trust Fund**

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

**Output Measure:**

Number of Texas Preservation Trust Fund grants awarded

**Efficiency Measure:**

Average agency administrative cost per grant awarded

**Explanatory Measures:**

Number of grant applicants  
Average grant amount awarded

**Strategy C.2: Courthouse Preservation**

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

**Output Measures:**

Number of Texas Historic Courthouse Preservation Program grants awarded  
Number of master plans approved

**Efficiency Measure:**

Cost per grant awarded

**Explanatory Measure:**

Number of historic county courthouses potentially eligible for the program

**Strategy C.3: Development Assistance Grants**

Provide financial assistance through a variety of other programs (such as Certified Local Government and Museum Services) that enable the development of local preservation activities.

**Output Measure:**

Number of grants awarded

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**Goal D: Engage and Motivate Current and New Constituents**

We will enable our existing constituents to be knowledgeable and motivated in preservation methods through pertinent education, training and dynamic information exchange using advanced technologies and engage new constituents to be the future leaders in historic preservation.

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**Strategy D.1: Strengthen County Historical Commissions**

Enable county historical commissions to be active local agents for historic preservation through training, incentives and promoting diverse membership.

**Output Measure:**

Number of county historical commissioners provided training

**Strategy D.2: Promote Preservation and Texas History**

Effectively and creatively promote historic preservation and Texas history to activate our current constituents, and diversify and expand the agency's demographic reach.

**Output Measures:**

Number of hits to the agency web site

Net dollar value of media placements

Number of media inquiries

Number of brochure requests

**Strategy D.3: Invest in Technology for Information Distribution and Services**

Develop technology at the agency to effectively disseminate information, train our stakeholders and provide accessible virtual services to the public.

**Output Measures:**

Number of materials distributed through electronic media

Number of hits to the agency web site



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**Goal E: Enhance the Visitor Experience**

We will provide for an expanded audience of Texans and their visitors opportunities to learn authentic stories of Texas history at the places where history really happened.

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**Strategy E.1: Operation and Maintenance of Historic Sites**

We will reach people through interpretive and educational programs and events at, or associated with, historic sites.

**Outcome Measure:**

Percent of State Historic Sites Maintenance and Minor Repair Projects completed

**Output Measure:**

Number of State Historic Sites Maintenance and Minor Repair Projects completed  
Number served by State Historic Sites and interpretive programs

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**Goal F: Cultivate an Internal Culture of Creativity (Indirect Administration)**

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

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**Strategy F.1: Employee Recruitment, Retention and Development**

Recruit and hire employees to reflect the diversity of the state and develop our staff to succeed to their highest potential with the agency.

**Output Measure:**

Number of staff who have been employed by the agency for five or more years  
Number of staff who participated in professional development activities

**Explanatory:**

Number of job applicants from underrepresented EEO populations at agency

**Strategy F.2: Internal Audit Implementation**

Ensure that findings and recommendations from internal and state audits are implemented in a timely manner and regularly monitored.

**Outcome Measure:**

Percent of recommendations implemented within 180 days of audit approval.

**Strategy F.3: Historically Underutilized Businesses**

Develop and implement a plan for increasing the use of HUBs 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

## **VIII. APPENDIX**

## **APPENDIX A**

### **DESCRIPTION OF AGENCY'S PLANNING PROCESS**

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

- Meetings with staff in every division to identify internal and external trends affecting the agency and to review and comment on the mission and philosophy of the agency
- Strategic planning with staff and commissioners to develop the agency's values, key goals and strategies.
- Analysis by agency managers of programs and initiatives and recommendations on effectively aligning programs with the core mission and goals of the THC.
- Survey of Organizational Excellence conducted by the School of Public Affairs, University of Texas at Austin; and subsequent meetings to develop recommendations for agency improvement.
- Customer service survey performed by the University of Texas School of Social Work.
- Integration with *Preserving our Heritage: A Statewide Plan for Texas*, a statewide comprehensive preservation plan that includes a vision for historic preservation in Texas, as well as goals, objectives, strategies and action plans



## APPENDIX C

### FIVE-YEAR OUTCOME PROJECTIONS

OUTCOME	2009	2010	2011	2012	2013
Number of properties designated annually	2,700	2,745	2,791	2,838	2,886
Number of individuals provided training and assistance in historic and archeological preservation	44,000	45,400	46,600	47,600	48,400
Percentage of eligible courthouses fully restored or rehabilitated	16.66%	17.87%	20.85%	23.62%	26.58%
Percentage of eligible historic courthouses that are protected by preservation easements held by the THC	28.21%	28.94%	31.06%	31.06%	32.91%
Percentage of State Historic Sites Maintenance and Minor Repair Projects Completed	75%	75%	80%	80%	80%
Dollar reinvestment in physical improvements from public and private sources in Texas Main Street Central Business Districts	\$85.3 million	\$88.7 million	\$92.2 million	\$95.9 million	\$99.7 million
Composite score of target areas on the Survey of Organizational Excellent	370	370	385	385	400
Percentage of surveyed customer respondents expressing overall satisfaction with services received	90%	90%	95%	95%	95%

## **APPENDIX D**

### **IMPLEMENTING THE TEXAS TRANSFORMATION**

The Information Technology (IT) staff of the Texas Historical Commission (THC) is deeply committed to making its services economical, reliable and convenient for the public and agency staff to use. Therefore, we have considered managed service options in planning our IT deployment. We have looked closely at Texas Online as a means to provide web services to our constituents across the state. To date, however, the services offered by Texas Online have not proved suitable to our needs. For example, one item that has been requested by the public is online registration for agency-sponsored events. Our programming staff is already engaged in other activities more closely related to our core mission and does not have the free time to devote to this. We have been heavily dependent on TEX-AN and the services of DIR during the transfer of historic sites from Texas Parks and Wildlife to the THC, and will always look first to these resources as we strive to improve our IT network and the communications capability of these sites.

Most of the THC's technology purchases involve relatively small quantities and do not provide much opportunity for negotiating pricing. However, when making bulk purchases of computers to replace obsolete equipment we routinely negotiate better pricing.

The THC is committed to maintaining the security of its information resources. We have recently taken advantage of the Controlled Penetration Testing offered by DIR. We routinely follow standard IT best practices for the reduction of vulnerabilities, such as anti-virus and firewall software, and prompt application of security patches. We regularly attend educational conferences and follow IT news sources to stay informed of vulnerability and threat trends. We monitor our network closely so we will have the capability to quickly detect an attack and respond to it promptly.

The THC's functions do not require it to maintain any sort of confidential personal data. We do not conduct any commerce online, and do not collect confidential personal identity information in the course of our business.

The Texas Historic Sites Atlas was a pioneer in providing information to the public through the web. The Atlas is a database containing over 300,000 records on historic properties in the state of Texas. The program began in 1995, and by 1998 was providing data, including geographic information, on the state's historic sites to the public.

One of the THC's important functions under Section 106 of the National Historic Preservation Act of 1966 and the Texas State Antiquities Code is to review projects that may affect historic properties or archeological sites. Management of the large volume of paper files produced in the course of this review has been a problem that has grown over time. We have now begun to scan these documents for online storage. We use a database application to track the progress of project reviews and ensure timely response. Our programming staff is now developing an application to interface with the tracking database and facilitate searching the data. When this package of improvements is complete it will enhance our ability to both manage the life cycle of the data and our ability to respond to all types of data requests.

The Texas Geographic Information Council (TGIC) has long been a shining example of cooperation among state agencies, promoting standards for GIS, providing a forum for communication between agencies and providing opportunities for cooperation in obtaining GIS data. The THC has been a member of this organization from its inception. The Texas Historic Sites Atlas, mentioned above, provides a means of sharing the agency's data on historic properties with other state and federal agencies. The THC also makes this data available to other entities in standard GIS formats on an FTP server.

The THC computing environment is not very complex, so there is not much room to simplify it. We use a single desktop operating system (Windows XP) and a single office suite (Microsoft Office 2003) agency-wide. Our graphics staff does use Apple Macintosh computers, and integrating these into our computing environment has sometimes been a source of difficulty for our support staff. We have only one programmer on staff, and the THC application development environment has always been minimal. Overall, we believe that the THC is using its technology effectively.

Server virtualization is an important part of the THC's IT strategy. We are currently working to set up a number of special-purpose virtual servers. These include mail gateways and email list servers. Whenever possible, we are implementing new network services on virtual machines rather than new physical servers. In the future, when the time comes to replace obsolete servers, we will look for opportunities to consolidate servers on virtual machines on a single physical server.

# APPENDIX E

## WORKFORCE PLAN

### Agency Overview

The Texas Historical Commission (THC) is the state agency for historic preservation. THC staff consults with citizens and organizations to preserve Texas' architectural, archeological and cultural landmarks. The agency is recognized nationally for its preservation programs.

The THC is composed of 17 citizen members appointed by the governor to staggered six-year terms. The agency employs 221 people who work in various fields, including archeology, architecture, history, economic development, heritage tourism, historic site administration, communications and urban planning.

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

### Agency's Mission, Goals and Objectives

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

#### Goal A: Identify, Evaluate and Protect Historic Resources

We will work with our partners to identify, evaluate and protect the diverse historic resources of Texas.

##### Objective 1:

To increase the number of historic and archeological properties designated by 2 percent annually resulting in preserved historic and cultural resources.

##### Objective 2:

To increase the number of ethnically diverse historic and archeological properties identified by 2 percent annually.

#### Goal B: Foster Vital Communities

We will foster the economic vitality and quality of life of existing historic communities in Texas using historic preservation.

##### Objective 1:

To increase private investment in historic properties by 5 percent by the year 2011.

#### Goal C: Provide Preservation Incentives

We will grow and distribute appropriate financial resources to encourage the preservation and protection of historic resources in the state.

**Objective 1:** To award an appropriate amount for each grant project to be successful and to ensure the state's investment in projects and properties is protected.



**Goal D: Engage and Motivate Current and New Constituents**

We will enable our existing constituents to be knowledgeable and motivated in preservation methods through pertinent education, training and dynamic information exchange using advanced technologies; and engage new constituents to be the future leaders in historic preservation.

**Objective 1:**

To increase the number of individuals trained and assisted in historic and archeological preservation by 10 percent by the year 2011.

**Objective 2:**

To increase the number of counties who have active County Historical Commissions by 15 percent by the year 2011.

**Goal E: Enhance the Visitor Experience**

We will provide for an expanded audience of Texans and their visitors opportunities to learn authentic stories of Texas history at the places where history really happened.

**Goal F: Cultivate an Internal Culture of Creativity (Indirect Administration)**

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

**Objective 1:**

To increase the agency composite score of identified target areas on the Survey of Organizational Excellence (SOE) to 400 or above by 2013.

**Objective 2:**

To achieve 95 percent of customers surveyed who are satisfied overall with agency services by 2013.

**Objective 3:**

To measure within 75 percent of the state's EEO targets by 2013.

**Objective 4:**

To include Historically Underutilized Businesses in at least 20 percent of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting by fiscal year 2009.

**Anticipated Changes to the Mission, Goals and Strategies**

The THC anticipates making substantial changes to the mission, strategies and goals of the agency over the next five years. The agency undertook a comprehensive strategic planning process and identified the need to reexamine the agency's mission as well as restructure its goals, strategies and performance measures. The agency's strategic plan framework and budget structure is outdated and does not convey the direction of the agency in a clear, meaningful manner. The THC worked closely with the Legislative Budget Board and the Governor's Office to revise a number of performance measures for the 2008-09 biennium, and will work to develop the most effective changes to the agency's mission, goals and strategies.

### **Business Functions**

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

### **Architecture Division**

The Architecture Division provides financial and technical assistance through the Texas Historic Courthouse Preservation Program for critical historic courthouse preservation projects, assists with the administration of the Texas Preservation Trust Fund and provides regulatory and advisory reviews of historical structures and sites.

### **Archeology Division**

The Archeology Division protects Texas' diverse archeological heritage through state and federally mandated cultural resource reviews, historic property management programs, underwater archeology, the Historic Sites Atlas program, volunteer efforts and public outreach.

### **Community Heritage Development Division**

The Community Heritage Development Division provides technical assistance to public, private and nonprofit entities to encourage the process of preservation, development and revitalization of Main Street cities, promotion and development of heritage tourism, and advancement of local policy for preservation through the Visionaries in Preservation and Certified Local Government programs.

### **Historic Sites Division**

The Historic Sites Division administers the agency's 20 state historic sites located around the state. The division is responsible for daily visitation, rehabilitation and interpretation of these sites.

### **History Programs Division**

The History Programs Division provides information, programs and services to private, public and nonprofit constituents for the identification, evaluation, preservation and interpretation of historic resources.

### **Marketing Communications Division**

The Marketing Communications Division is responsible for communications, marketing, web design and maintenance, printing and public relations.

### **Staff Services Division**

The Staff Services Division is responsible for accounting, budgeting, purchasing, fleet maintenance and human resources for the agency.

### **Administration Division**

The Administration Division serves the entire agency and preservation public through effective leadership, planning and management.

### **Economic Factors Affecting the Agency**

A direct correlation exists between the increase in population and the demand for preservation services relating to new residential construction, commercial development and transportation projects.

Development and construction projects in metropolitan areas will impact existing archeological and historic sites and structures. THC staff is called upon to review all federally funded projects for their impact on historic and cultural sites.

As the population increases, the state will witness a major demographic shift in race, ethnicity and age. The agency currently appeals to an older, Anglo population. The THC must rise to the challenge of not only engaging a much more diverse public in historic preservation, but adjusting current programs to appeal to and be meaningful to the changing demographics.

Personal income is a key correlative to the rehabilitation of historic structures. If the economy is good, it is more likely that building owners have the personal income to invest in historic building rehabilitation. If personal income is not available, many structures continue to deteriorate due to neglect and lack of investment.

The last economic factor affecting the agency is its ability to retain experienced staff. In the 2007 SOE the THC staff identified fair pay as a major issue. The continual loss of experienced staff to agencies and companies that pay better, along with the retirement of long-term staff, will continue to have a negative impact on the agency's ability to accomplish its goals.

### Current Workforce Profile

The Texas Historical Commission has 221 authorized full time employees according to the general appropriations act. Currently the agency has 190 full time employees including several part-time staff members. The current workforce is comprised of 38 percent males and 62 percent females. More than half of the THC staff is over the age of 40. More than 20 percent of the workforce can retire within the next five years.

Length of Service	20-29 Years of Age	30-39 Years of Age	40-49 Years of Age	50-59 Years of Age	60-69 Years of Age	More than 70 Years of Age	Total
Less than 5	21	23	16	12	8	2	82
5 to 10 years	6	15	10	5	3	2	41
10 to 15 years	0	6	9	7	3	1	26
15 to 20 years	0	1	7	9	1	0	18
20 to 25 years	0	0	2	5	2	0	9
25 years plus	0	0	3	6	4	1	14
<b>Total FTEs</b>	27	45	47	44	21	6	190

The largest age group percentage of employees in the agency is 40-49 years followed by employees in the 30-39 year category. These two groups comprise 49 percent of the agency staff.

Age Group	Number of FTEs	Percentage of FTEs
Under 30 years	27	14%
30-39 years	45	24%
40-49 years	47	25%
50-59 years	44	23%
60-69 years	21	11%
70 and over	6	3%
<b>Total</b>	190	100%

The agency follows fair hiring practices and seeks to recruit minorities at all levels. Although progress has been made, particularly in offering opportunities for women, the agency still has progress to make in the hiring of African Americans, Hispanic Americans and people with disabilities, especially in the area of officials/administrators. The agency has completed a diversity plan focused on recruiting, retaining and developing a diverse workforce that reflects the state's population.

<b>Percentage of Minorities in Agency's Total Work Force (May 31, 2008)</b>			
	<b>Total Positions</b>	<b>Number Minority</b>	<b>Percent Minority</b>
Officials/Administrators	9	0	0
Administrative Support	34	8	24%
Service/Maintenance	28	6	21%
Professionals	81	13	16%
Para-Professional	35	10	29%
Protective Services	0	0	0
Skilled Craft	2	0	0
Technicians	1	1	100%
<b>TOTAL</b>	<b>190</b>	<b>38</b>	<b>20%</b>

The agency has a highly-educated staff; 58 employees hold bachelor's degrees, 59 have master's degrees and five individuals have doctorates. These well educated and trained individuals have the skills needed to address critical agency issues in the future.

### **Employee Turnover**

The agency has steadily improved its turnover rate from a high of 24 percent in FY 2001, 18.8 percent in FY 2003, 16.6 percent in FY 2005, to a low of 10.3 percent in 2006. The year to date rate for FY 2007 is 12.1 percent. When asked why staff members leave the agency, the answer is predominately for better salaries or a more advanced position in the private sector. Low salaries and a lack of a career ladder at the agency have made it difficult to retain competent staff.

The projected employee attrition rate over the next five years is approximately 20 percent, including the large number of employees becoming eligible to retire. Attrition rates will affect productivity and the level of public service, especially when experienced staff members leave the agency. The THC has made it a priority to develop staff members to take over leadership roles in order to assure continuity of programs, a high level of knowledge and service to the public. The skill and experience level of the current workforce will increase in the next five years and will be developed through training current staff and the recruitment of additional skilled staff. The agency will develop strategies to manage the attrition rate to insure that our goals and objectives are reached through staff transitions.

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

The THC has a workforce generally distributed across generations and across experience levels. Although retirement does not account for a majority of separations, during fiscal year 2005 the agency had one employee retire and return back to work. Four of the agency's current seven division directors are

eligible to retire in the next 5 years. The agency will have to replace these critical positions should they decide to retire.

### **Workforce Skills**

Agency staff must currently have the ability to:

- Conduct research
- Apply relevant federal and state rules, regulations and statutes
- Draft clear and concise reports and correspondence
- Communicate effectively
- Coordinate projects for timely completion
- Establish and meet goals and objectives
- Evaluate architecture plans and designs
- Develop interior design plans
- Develop preservation plans
- Perform archeological digs, analysis, research, conservation and reports
- Administer state historic sites
- Speak in public
- Perform 106 site reviews for historical significance
- Coordinate local entities with regard to preservation
- Develop heritage tourism trail regions
- Develop brochures, newsletters and electronic media
- Maintain the Atlas database of historic sites
- Develop Legislative Appropriation Requests, financial reports and operating budget
- Follow state purchasing guidelines

Agency staff must have knowledge of:

- Texas history
- Historic architecture
- Preservation techniques
- Archeology practices
- Economic development principles and tools
- Historic site maintenance and operations
- Interior design
- Heritage tourism and trail development
- Zoning, preservation ordinances and incentives
- Graphic design and production
- Communications and public relations
- Web development and maintenance
- Section 106 review process and standards
- Agency budget, state accounting, purchasing and financial reporting
- Human resource procedures and applications

### **Future Workforce Profile**

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

A primary concern for the agency is our ability to adapt to rapidly changing demographics in Texas. The history of Texas has many layers and represents all the cultures that live in the state — in the past, present and future. Preservation happens most effectively at the local level; currently the agency appeals to older

Anglos who are active in preservation in their communities. In order for the THC to engage and appeal to Hispanics, African-Americans and youth in particular, the agency's workforce demographics must reflect these populations.

A second concern is the growth of technology and the demand for online services and information. The agency currently operates with a limited information technology (IT) staff and we have been able to just keep up with maintaining a web site and servicing the internal IT demands of the agency. The THC must expand its IT staff as well as ensure that existing and future staff are well-trained and competent in computer technology.

#### **Expected Workforce Changes**

- The agency must respond to advancing technology by expanding its IT staff.
- The THC will focus on recruiting and hiring staff that reflects the diversity of Texas' population.
- Individuals replacing retiring staff or departing employees will be asked to learn more tasks. The THC expects an employee to reach knowledge maturity at the 5th year of service. Because of the existence of this significant learning curve, it is critical to retain long-term employees.
- Without pay increases, the agency could likely see more staff members leave to work in the private sector and/or other state agencies.

#### **Anticipated Increase/Decrease in Number of Employees Needed**

As the population of Texas continues to grow, it is anticipated that the THC will see an increase in the agency's workload, which will in turn increase the number of employees needed to accomplish the work.

While the agency will continue operating its core programs, programs contingent upon grant funding will change over the years. As funding is secured for new programs there will be a corresponding demand for a workforce to implement these programs. There continues to be a great need and demand from the public for expanded programs such as historic resources surveys, service to preservation groups and museums, training of preservation volunteers in local communities, historic site interpretation, expanded research into underrepresented history and sites and the preservation of historic cemeteries.

Job responsibilities and workloads change as a result of technological advancements, industry changes, and economic, social and political conditions. This is true for the agency's funding sources as well. As stated before, there is a direct correlation between the growth in population of the state and an increase in workload for this agency. Technological advances have made it possible for each employee to be more effective and efficient in performing their job functions.

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

#### **Future Workforce Skills Needed**

- The agency is staffed with individuals well qualified for their jobs. The THC will continue to focus on hiring multi-talented professionals.
- The agency will continue to need staff with experience in historic preservation, architecture, interior design, archeology, history, historic site operations, computer science, accounting, purchasing, human resources, project design, communications, public relations, graphic design, library and science museums.
- Many critical functions must be performed to achieve the strategic plan. These include architectural and archeological reviews, historical research, heritage tourism development,

historical marker review and development, economic development, planning, and internal and external communications. Also needed are individuals with experience in museum services, historical interpretation, historic site maintenance, cemetery preservation, preservation training and administering the National Register and other federal programs.

### **Anticipated Surplus or Shortage of Workers or Skills**

The turnover rate in the agency has caused a shortage of trained, professional staff. The agency will continue to hire skilled staff as quickly as possible for programs that are critical to the goals of the agency. At present the THC has a highly skilled workforce, but it is anticipated that the THC will lose skilled workers over the next five years through retirement and individuals migrating to the private sector.

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

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

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

### **Succession Plan**

The agency strives to maintain a high-quality, well-educated, diverse workforce with the skills vital to accomplishing its mission and goals. The agency will perform an annual analysis of workforce skills needed to reach these goals and objectives. Every attempt will be made to train replacement staff in critical agency tasks before staff members leave the agency. For positions with staff who are eligible to retire in the near future, the agency will identify employees who can be developed for those positions to increase continuity of knowledge.

### **Goals to Address Workforce Competency**

- Agency processes will be evaluated on an annual basis and changes made to the organizational structure when deemed necessary.
- Retention programs will include merit raises for outstanding work, staff development through ongoing training and awards and recognition at agency-wide meetings.
- Recruitment plans will include posting jobs in the newspaper, on the agency's web site and on the governor's job bank, contacting outlets that reach underrepresented EEO populations, participating in job fairs and offering internships.
- Career development programs will include training for job skills, promotions from within and cross-training skills.
- There will be discussion of future plans for retirement at annual performance evaluations and when possible, the person retiring will train staff assuming his or her duties.
- The agency will develop leaders within the organization by encouraging staff to attend leadership training, such as the governor's leadership program. Each year at least one staff member from

each division will be selected to attend a leadership program. Additionally, staff will be encouraged to attend other leadership seminars and conferences.

- All staff members will receive training about the organization at the bi-monthly all-agency staff meetings.

**Additional Considerations**

The agency intends to fill vacant positions as soon as possible. A special emphasis will be placed on recruiting staff members from underrepresented communities so as to better reflect the demographic makeup of the state. If staff members retire in the next five years, their positions and the corresponding programs will be evaluated to see if they are still needed or if they can be outsourced, streamlined or deleted. The agency will endeavor to promote staff from within whenever possible so as to reward staff members who exhibit leadership qualities and develop appropriate career ladders. Success will be measured through positive results from the SOE, 360-degree evaluations and annual performance evaluations.



## APPENDIX F

### 2007 SURVEY OF ORGANIZATIONAL EXCELLENCE

Since 1994, the Texas Historical Commission (THC) has participated in the biennial Survey of Organizational Excellence (SOE) conducted by the School of Social Work at The University of Texas at Austin. The purpose of the survey is to gauge employee attitudes on a range of issues in the workplace and to institute improvements or changes based on this feedback.

The survey consists of five workplace dimensions: work group, work setting/accommodations, general organizational features, information and personal demands. These five elements capture the total work environment. Each dimension consists of several constructs that address issues directly relating to it. These constructs are designed to broadly profile organizational strengths and weaknesses. Scores for the constructs range from a low of 100 to a high of 500. A score of 300 or more generally indicates employees perceive the issue more positively than negatively. Conversely, scores below 300 indicate employees view these issues more negatively.

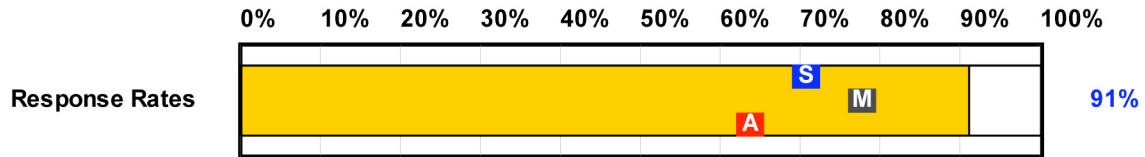
#### 2007 Survey Analysis

- The 2007 SOE total score rose 225 points from the 2005 SOE (6997 in 2005 to 7222 in 2007). This was the greatest increase in total score since the 2001 SOE.
- The response rate of 91 percent is the highest rate since the agency staff began taking the SOE. The response rate in 1997 was 32 percent.
- The agency set a goal to bring all categories up to a score of at least 300 which it accomplished with the exception of the “Fair Pay” category.
- All categories reflected an increase in their score from the 2005 SOE.
- The highest net change in score was in the category of “Benefits” which increased by 29 points. The next highest was “Time and Stress” which increased by 17 points.
- The only construct scoring below 300 was for fair pay with a score of 257. This construct continues to be a major source of concern for the agency in relation to the survey.

<b>General Respondent Information</b>			
	<b>FY 2007</b>	<b>FY 2005</b>	<b>FY 2003</b>
<b>Total Respondents</b>	100	88	69
<b>Response Rate</b>	91%	88%	74%
<b>Males</b>	33	27	23
<b>Females</b>	61	59	47
<b>African-Americans</b>	Less than 5	Less than 5	Less than 5
<b>Hispanic-American</b>	9	7	5
<b>Anglo</b>	75	74	62
<b>16–29 years of age</b>	12	14	13
<b>30–39 years of age</b>	26	33	24
<b>40–49 years of age</b>	29	21	20
<b>50–59 years of age</b>	22	10	10
<b>Bachelor’s Degree</b>	33	30	31
<b>Graduate Degree</b>	38	38	31
<b>Supervisors</b>	26	27	26
<b>Non-supervisors</b>	71	60	44

**Response Rate Benchmark Comparisons**

*Survey of Organizational Excellence, Executive Summary, 2007*



	Scores for your Organization (Numeric Score to the right in Blue)
	Size - Benchmark for similar size organizations
	Mission - Benchmark for organizations with a similar mission
	All Respondents - Benchmark for all of the survey respondents

**Survey Dimensions and Constructs**

*Survey of Organizational Excellence, Executive Summary, 2007*

<b>Dimension I Work Group</b>	<b>Dimension II Accommodations</b>	<b>Dimension III Organizational Features</b>	<b>Dimension IV Information</b>	<b>Dimension V Personal</b>
Supervisor Effectiveness Fairness Team Effectiveness Diversity	Fair Pay Physical Environment Benefits Employment Development	Change Oriented Goal Oriented Holographic Strategic Quality	Internal Availability External	Job Satisfaction Time and Stress Burnout Empowerment

## **Action Plan for Excellence**

In response to its results, the agency has developed an action plan for organizational excellence at the THC.

Objectives and impacts of this action plan are multifold:

1. To cultivate an excellent working environment at the commission.
2. To improve staff morale, creativity and productivity.
3. To integrally involve staff in the betterment of the agency.
4. To create a cycle of internal self-analysis and improvement at the agency.

Measures of success include:

1. Increasing the lowest scoring construct (fair pay) to 300 or above by the year 2009.
2. Increase all construct scores to 400 or higher by 2011.
3. Qualitative staff feedback on improvements.

This action plan will be aggressively implemented and executive staff will report progress quarterly to the Organizational Planning and Excellence Committee. Quantitative measures of improvement to the SOE score will be demonstrated in the fall of 2009 and 2011 when the agency takes the survey again. The agency will also measure interim progress qualitatively through focus groups and staff feedback on informal surveys.

This action plan provides a framework to address the highest priority constructs of Fair Pay and Benefits together in a goal entitled Compensation Package. In addition to this, the plan will address the high priority constructs of Physical Environment and Diversity. Many of the action items can be addressed and implemented in-house; however, several may also require outside expertise. The agency will use its resources to develop the best implementation approach for each action item.

# APPENDIX G

## LIST OF MEASURE DEFINITIONS

### OBJECTIVE OUTCOME DEFINITIONS REPORT

81st Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

Date: 6/25/2008  
Time: 6:58:05PM  
Page: 1 of 6

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

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

**Calculation Method: N**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

**Cross Reference: Agy 808 080-R-S70-1 01-01 OC 01**

#### BL 2010 Definition

Number of properties designated annually.

#### BL 2010 Data Limitations

There are no data limitations for this measure.

#### BL 2010 Data Source

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

#### BL 2010 Methodology

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

#### BL 2010 Purpose

This measure will provide the agency and the public with key information on (a) the total number of properties listed in the National Register of Historic Places; (b) the number of new historical markers; (c) the number of Historic Texas Cemeteries recorded in county deed records; (d) the number of properties designated as State Archeological Landmarks; and (e) the number of archeological sites added to the Texas Historic Sites Atlas.

These designations reflect results of the agency's preservation education efforts to provide to its constituents information and services on the use of designations to preserve Texas' cultural and historic resources.

## OBJECTIVE OUTCOME DEFINITIONS REPORT

81st Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

Date: 6/25/2008  
Time: 6:58:05PM  
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Agency Code: **808**  
Agency: **Historical Commission**

Objective No.	1	Preserve the State's Historic Landmarks and Artifacts
Goal No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Outcome No.	2	# Provided Training/Assistance in Historic/Archeological Preservation

**Calculation Method: N**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Cross Reference:** Agy 808 080-R-S70-1 01-01 OC 02

### BL 2010 Definition

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

### BL 2010 Data Limitations

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

### BL 2010 Data Source

This number is reported on monthly reports, trip reports and site visits; verbal and written communications and electronic mail in response to an inquiry; architectural drawings and profomas; training, workshops and presentations; archeological stewards' semi-annual reports, and other volunteers' reports for performance measures purposes. Actual conference or workshop registration lists or participant head counts are made by staff members in attendance and are used to derive this number.

### BL 2010 Methodology

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

### BL 2010 Purpose

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

**OBJECTIVE OUTCOME DEFINITIONS REPORT**  
81st Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

Date: 6/25/2008  
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Agency Code: **808**  
Agency: **Historical Commission**

Objective No.	1	Preserve the State's Historic Landmarks and Artifacts
Goal No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Outcome No.	3	Percent Courthouses Fully Restored/Rehabilitated

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Cross Reference:** Agy 808 080-R-S70-1 01-01 OC 04

BL 2010 Definition

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

BL 2010 Data Limitations

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

BL 2010 Data Source

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

BL 2010 Methodology

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

BL 2010 Purpose

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

## OBJECTIVE OUTCOME DEFINITIONS REPORT

81st Regular Session, Agency Submission, Version 1  
Automated Budget and Evaluation System of Texas (ABEST)

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

Objective No.	1	Preserve the State's Historic Landmarks and Artifacts
Goal No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Outcome No.	4	% Eligible Courthouses Protected by Preservation Easements

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Cross Reference:** Agy 808 080-R-S70-1 01-01 OC 05

### BL 2010 Definition

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

### BL 2010 Data Limitations

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

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

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

**OBJECTIVE OUTCOME DEFINITIONS REPORT**  
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Agency Code: **808**  
Agency: **Historical Commission**

Objective No.	1	Preserve the State's Historic Landmarks and Artifacts
Goal No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Outcome No.	5	% of Historic Sites Maintenance and Minor Repair Projects Completed

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

BL 2010 Definition

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

BL 2010 Data Limitations

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

BL 2010 Data Source

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

BL 2010 Methodology

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

BL 2010 Purpose

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



**OBJECTIVE OUTCOME DEFINITIONS REPORT**  
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Agency Code: **808**  
Agency: **Historical Commission**

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

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

**Cross Reference:** Agy 808 080-R-S70-1 01-02 OC 01

BL 2010 Definition

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

BL 2010 Data Limitations

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

BL 2010 Data Source

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

BL 2010 Methodology

The dollar reinvestment amount is reported by the Texas Main Street managers every six months. This data is compiled for all Main Street cities and maintained on a database at the Texas Main Street Office. This measure reports figures for all cities that are in the Texas Main Street Program, not just for cities that are designated within the current fiscal year. Communities that have recently been designated Main Street cities often do not see substantial progress in reinvestment for an average of three to five years.

BL 2010 Purpose

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

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

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

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: L**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-01 EF 01

**Fall/Annual: N**

### BL 2010 Definition

Measure indicates administrative cost per property assisted.

### BL 2010 Data Limitations

None.

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

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

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	1	Property Rehabilitation/Preservation Technical Assistance
Measure Type	EX	
Measure No.	1	Private \$ Reinvested in Commercial Buildings by Rehab Tax Incentives

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

Cross Reference: Agy 808 080-R-S70-1 01-01-01 EX 01

**Fall/Annual: N**

### BL 2010 Definition

The Architecture Division reviews and approves rehabilitation tax incentive projects in Texas according to the Secretary of Interior's Standards for Rehabilitation. Rehabilitation tax incentive projects enable owners of private, income-producing properties to receive substantial income tax credit for rehabilitation work.

### BL 2010 Data Limitations

The general Texas economy has significant influence on submission of investment tax credit projects, with more staff work time required during periods of strong economic growth.

### BL 2010 Data Source

As investment tax credit projects are received, they are entered into the division's program tracking database.

### BL 2010 Methodology

The dollar reinvestment amount is taken from the Architecture Division's program tracking database. This field of the database is summed on a quarterly basis.

### BL 2010 Purpose

This measure indicates the dollars reinvested in commercial buildings through the rehabilitation tax incentive program. It also serves as an indicator of the economic condition in Texas.

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

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

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-01 OP 01

**Fall/Annual: N**

BL 2010 Definition

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

BL 2010 Data Limitations

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

BL 2010 Data Source

Source of data is from departmental quarterly work log reports.

BL 2010 Methodology

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

BL 2010 Purpose

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

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

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

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-02 OP 01

**Fall/Annual: N**

BL 2010 Definition

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

BL 2010 Data Limitations

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

BL 2010 Data Source

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

BL 2010 Methodology

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

BL 2010 Purpose

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

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

81st Regular Session, Agency Submission, Version 1  
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Agency Code: **808**  
Agency: **Historical Commission**

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

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: L**

Cross Reference: Agy 808 080-R-S70-1 01-01-02 EX 02

**Fall/Annual: N**

### BL 2010 Definition

This is the average PTF grant amount awarded.

### BL 2010 Data Limitations

None

### BL 2010 Data Source

Grant amounts awarded are tracked on the grant program database.

### BL 2010 Methodology

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

### BL 2010 Purpose

This measure indicates the average grant amount awarded to grant projects.

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

81st Regular Session, Agency Submission, Version 1  
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Date: 6/25/2008  
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Agency Code: **808**  
Agency: **Historical Commission**

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	3	Archeological Protection through Reviews, Outreach & Other Programs
Measure Type	EF	
Measure No.	1	Percent of Construction Projects Reviewed in Less Than 30 Days

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-03 EF 02

**Fall/Annual: N**

### BL 2010 Definition

Percent of construction projects reviewed in less than 30 days.

### BL 2010 Data Limitations

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

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

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

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

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

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-03 OP 01

**Fall/Annual: N**

### BL 2010 Definition

Number of construction projects reviewed.

### BL 2010 Data Limitations

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

### BL 2010 Data Source

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

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

### BL 2010 Methodology

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

### BL 2010 Purpose

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



## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

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

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

Cross Reference: Agy 808 080-R-S70-1 01-01-03 OP 02

**Fall/Annual: N**

### BL 2010 Definition

Number of volunteer archeological site protection efforts directed.

### BL 2010 Data Limitations

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

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

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

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

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

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-03 OP 03

**Fall/Annual: N**

BL 2010 Definition

Number of materials distributed.

BL 2010 Data Limitations

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

BL 2010 Data Source

This measure tracks assistance provided to individuals through print or electronic media. The count includes any dissemination of outreach or information materials in support of archeological preservation, including but not limited to technical briefs and reports, booklets and pamphlets for the general public, and booklets and pamphlets for archeologists or other members of the archeological community. Such materials may be distributed by staff or by volunteers under staff direction. Materials may be in print or electronic media form.

BL 2010 Methodology

Printed materials will be manually tabulated by staff from semi-annual stewards reports, and from records of other archeological volunteers; electronic media will be tabulated from automatic counts of access (the non-THC users count is a proxy for number of materials accessed by the public) to the Texas Historic Sites Atlas database.

BL 2010 Purpose

Providing educational and technical materials, both in print and through electronic media, is an important aspect of the agency's effort to empower volunteer preservationists to preserve historic landmarks and artifacts at the local level. The provision of such materials also serves to answer requests for information and assistance from the general public.

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	4	Programs & Services for Historic Resources Evaluation & Interpretation
Measure Type	EF	
Measure No.	1	Cost Per Historic Resource Evaluated

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: L**

**Priority: L**

Cross Reference: Agy 808 080-R-S70-1 01-01-04 EF 01

**Fall/Annual: N**

### BL 2010 Definition

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

### BL 2010 Data Limitations

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

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

Shows the cost efficiency with which historic resources are evaluated.

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	4	Programs & Services for Historic Resources Evaluation & Interpretation
Measure Type	OP	
Measure No.	1	Number of Historic Resources Evaluated

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

Cross Reference: Agy 808 080-R-S70-1 01-01-04 OP 01

**Fall/Annual: N**

### BL 2010 Definition

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

### BL 2010 Data Limitations

Not all evaluations will result in a designation. Some properties will be determined not eligible for designation, or the owners will decide not to complete the designation process. Does not allow for informal evaluations or evaluations as part of other programs that may arise after definitions are established.

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

Preserve the state's historic landmarks and artifacts.

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	5	Courthouse Preservation Assistance
Measure Type	EF	
Measure No.	1	Cost Per Courthouse Grant Awarded

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: L**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-05 EF 01

**Fall/Annual: N**

### BL 2010 Definition

Measure will indicate administrative cost per grant awarded.

### BL 2010 Data Limitations

None

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

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

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	5	Courthouse Preservation Assistance
Measure Type	OP	
Measure No.	1	# Courthouse Preservation Grants Awarded

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-05 OP 01

**Fall/Annual: N**

BL 2010 Definition

This measure indicates the number of grants awarded.

BL 2010 Data Limitations

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

BL 2010 Data Source

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

BL 2010 Methodology

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

BL 2010 Purpose

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

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	5	Courthouse Preservation Assistance
Measure Type	OP	
Measure No.	2	# of Master Plans Approved

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-01-05 OP 02

**Fall/Annual: N**

### BL 2010 Definition

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

### BL 2010 Data Limitations

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

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

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

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	6	Operation and Maintenance of Historic Sites
Measure Type	OP	
Measure No.	1	# of Historic Sites Maintenance and Minor Repair Projects Completed

**Calculation Method: C**

**Key Measure: N**

**New Measure: Y**

**Target Attainment: H**

**Priority: H**

Cross Reference:

**Fall/Annual: N**

BL 2010 Definition

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

BL 2010 Data Limitations

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

BL 2010 Data Source

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

BL 2010 Methodology

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

BL 2010 Purpose

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



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Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	1	Encourage Preservation/Protection of Historic/Archeological Properties
Strategy No.	6	Operation and Maintenance of Historic Sites
Measure Type	OP	
Measure No.	2	Number Served by State Historic Sites and Interpretive Programs

**Calculation Method: C**

**Key Measure: N**

**New Measure: Y**

**Target Attainment: H**

**Priority: H**

Cross Reference:

**Fall/Annual: N**

BL 2010 Definition

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

BL 2010 Data Limitations

Although participation at most programs and events is derived from actual counts of participants, not all education/interpretive programs or events require formal registration. As such, in some cases, participation is estimated. Participation in events and programs is seasonal in nature, and will fluctuate according to seasonal trends in site visitation. Numbers reported for this measure may represent a subset of Number of Site Visits.

BL 2010 Data Source

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

BL 2010 Methodology

The number of people served is derived from education and interpretive program participant numbers captured in historic site quarterly reports. Numbers from each site are added to obtain a total.

BL 2010 Purpose

The THC strives to make contact with as many adults and children as possible so that they become constituents for long term stewardship of the cultural and historic resources of Texas. This measure will reflect an important component of the Historic Sites Division's programs/activities by capturing the level of education and interpretive services provided at state historic sites.

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

Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	2	Encourage Heritage Development/Economic Revitalization
Strategy No.	1	Technical Assistance for Heritage Development/Economic Revitalization
Measure Type	EF	
Measure No.	1	Return on Investment of Heritage Tourism Marketing Dollars

**Calculation Method: N**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-02-01 EF 02

**Fall/Annual: N**

### BL 2010 Definition

The return on investment reported will indicate the effectiveness of heritage tourism marketing spending.

### BL 2010 Data Limitations

The only limitation would be if the contractor does not supply information in timely manner.

### BL 2010 Data Source

This data is calculated and reported through the Office of the Governor, Economic Development and Tourism (OEDT) annual report on Return on Investment. This is a combined report involving the five tourism MOU agencies – OEDT, TxDOT, THC, Texas Parks and Wildlife and Texas Commission on the Arts.

### BL 2010 Methodology

The OEDT contracts with an outside consultant to conduct the research for this information. It is then report to the MOU agencies.

### BL 2010 Purpose

This measure will provide a more representative measure of the effectiveness for the Texas Heritage Tourism Program.

## STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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Agency Code: **808**  
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Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	2	Encourage Heritage Development/Economic Revitalization
Strategy No.	1	Technical Assistance for Heritage Development/Economic Revitalization
Measure Type	OP	
Measure No.	1	Number of Technical Assists Provided

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-02-01 OP 01

**Fall/Annual: N**

### BL 2010 Definition

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

### BL 2010 Data Limitations

None

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

This measure will serve as an indicator of staff workload and travel assistance in administering these programs.

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

**Calculation Method: C**

**Key Measure: Y**

**New Measure: N**

**Target Attainment: H**

**Priority: H**

Cross Reference: Agy 808 080-R-S70-1 01-02-01 OP 02

**Fall/Annual: N**

### BL 2010 Definition

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

### BL 2010 Data Limitations

None

### BL 2010 Data Source

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

### BL 2010 Methodology

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

### BL 2010 Purpose

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

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Goal No.	1	Preserve the State's Historic Landmarks and Artifacts
Objective No.	2	Encourage Heritage Development/Economic Revitalization
Strategy No.	1	Technical Assistance for Heritage Development/Economic Revitalization
Measure Type	OP	
Measure No.	3	Number of Promotional Materials Distributed

**Calculation Method: C**

**Key Measure: N**

**New Measure: N**

**Target Attainment: H**

**Priority: M**

Cross Reference: Agy 808 080-R-S70-1 01-02-01 OP 03

**Fall/Annual: N**

BL 2010 Definition

This measure tracks technical assists provided to individuals through print media or other promotional materials.

BL 2010 Data Limitations

None.

BL 2010 Data Source

Data will be obtained from monthly staff work summaries.

BL 2010 Methodology

Manual tabulation.

BL 2010 Purpose

This measure will demonstrate the interest in and the demand for the programs. It will also serve as an indicator of staff workload.



**TEXAS  
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COMMISSION**

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