State Preservation Board

STRATEGIC PLAN
2015-2019

The Honorable Rick Perry
The Honorable David Dewhurst
The Honorable Joe Straus
The Honorable Kevin Eltife
The Honorable Charlie Geren
Cris Crouch Graham
John Sneed, Executive Director

July 7, 2014

AGENCY STRATEGIC PLAN

For the Fiscal Years 2015 - 2019

by

THE STATE PRESERVATION BOARD

Board Member	Dates of Term	Hometown
The Honorable Rick Perry Governor, State of Texas Chairman	12/00 -	Austin
The Honorable David Dewhurst Lt. Governor, State of Texas Co-Vice Chairman	01/03 -	Austin
The Honorable Joe Straus Speaker, House of Representatives Co-Vice Chairman	01/09 -	San Antonio
The Honorable Kevin Eltife Texas State Senator	08/10 - 01/15	Tyler
The Honorable Charlie Geren Texas State Representative	02/11 - 01/15	River Oaks
Cris Crouch Graham	02/13 - 02/15	Fredericksburg

July 7, 2014

Signed:

John Speed
Executive Director

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STATEWIDE VISION, MISSION AND PHILOSOPHY

From "Strengthening Our Prosperity: The Statewide Strategic Planning Elements for Texas State Government", March 2014.

STATEWIDE VISION

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

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

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

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

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

THE MISSION OF TEXAS STATE GOVERNMENT

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

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

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.

- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.

- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local governments closest to their communities.

- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.

- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.

- State government has a responsibility to safeguard taxpayers dollars by eliminating waste and abuse, and providing efficient and honest government.

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

RELEVANT STATEWIDE GOALS AND BENCHMARKS

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

EDUCATION - PUBLIC SCHOOLS

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

- Ensuring students learn English, math, science and social studies skills at appropriate grade level through graduation; and

- Demonstrating exemplary performance in foundation subjects.

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;

RELEVANT BENCHMARKS

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

STATE PRESERVATION BOARD MISSION AND PHILOSOPHY

MISSION

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

PHILOSOPHY

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

EXTERNAL/INTERNAL ASSESSMENT

I. OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The State Preservation Board (SPB) is mandated to restore, preserve, and maintain the State Capitol, the 1857 General Land Office Building, other designated buildings, their contents, and their grounds, preserve and maintain the Governor's Mansion and to manage and operate the Bullock Texas State History Museum. In addition to its facilities preservation, maintenance and management duties, the SPB provides educational programs centered on Texas history, government and culture.

Statutory Basis

The SPB is enabled by the Texas Legislature. State statutes that govern the agency include:

- Texas Government Code, Chapter 443 created the SPB as an agency of the state and outlines the general powers and duties of the board.
- Texas Government Code, Chapter 445 established the Bullock Texas State History Museum for the purpose of educating and engaging visitors in the story of Texas through exhibits and programs that support the education of public school students in the essential knowledge and skills developed and adopted under Chapter 28, Education Code.

Historical Perspective/Agency Timeline

1983 In response to a fire in the Capitol that almost claimed the entire building, the 68th Legislature established the State Preservation Board to preserve, maintain, and restore the State Capitol, the 1857 General Land Office Building, and their contents and their grounds. Since its completion in 1888, the Capitol had been maintained by various entities with little coordination or cooperation between them. The 1983 fire emphasized the need for a coordinated effort to care for and preserve this irreplaceable historic structure. All powers and duties relating to these buildings were transferred to the SPB from the Texas Commission on the Arts, State Purchasing and General Services Commission, Texas Historical Commission, and the Antiquities Committee.

1989 The Legislature appropriated $187.6 million to restore the 1857 General Land Office Building, construct an underground four-level extension to the Capitol, and restore the exterior and interior of the Capitol.

1991 State Preservation Board's enabling legislation was amended as follows: allowed the board to employ an executive director; directed the Curator of the Capitol to develop for board approval a furnishings plan for the placement and care of objects under the care of the curator; directed the curator to make recommendations to transfer, sell, or otherwise dispose of unused surplus property.

1993 The Capitol Extension Project was completed. State Preservation Board's enabling

legislation was amended as follows: allowed the board to purchase insurance policies to insure the buildings and the contents against any insurable risk that arises out of a construction or preservation project; allowed the board to charge a vendor a reasonable fee or a percentage of gross or net sales for the right to operate in the Capitol and allowed charging a royalty on items sold; allowed the board to establish, manage and operate gift and souvenir shops in the Capitol and in the General Land Office Building; allowed the board to set and collect a fee from news media representatives for space rental in the Capitol; allowed the board to set and collect a fee for public use of the General Land Office Building for special activities.

1995 The Capitol Restoration and Preservation Project was completed. State Preservation Board's enabling legislation was amended as follows: allowed the board to adopt rules that regulate the actions of visitors in the Capitol or on the Capitol Grounds.

1997 The Capitol Grounds Restoration Project was completed. The 75th Legislature funded the agency to assume, from the General Services Commission, the property management functions of the Capitol, Capitol Extension, and 1857 General Land Office Building, and their grounds. These functions include housekeeping, grounds keeping, and facilities maintenance. The SPB's enabling legislation was amended as follows: authorized the board to develop and construct the Texas State History Museum; allowed the board to expend funds for the installation of parking meters within Capitol Complex and reimburse the Department of Public Safety for expenses in operating and maintaining the parking meters; authorized the board to operate a parking garage for the benefit of visitors to the Capitol Complex and to set and collect a fee for parking.

1999 State Preservation Board's enabling legislation was amended as follows: allowed net proceeds from pay station telephones in the Capitol or other buildings under the board's jurisdiction to be deposited to the Capitol fund; allowed the establishment of the Capitol Renewal Fund; authorized the board to govern and operate the Texas State History Museum; authorized the transfer of title to the Woodlawn mansion from General Services Commission to the board and directed the board to preserve, maintain, restore, and furnish the building and set and collect a fee for the use of Woodlawn for special activities; transferred funding previously appropriated to the Texas Senate to the State Preservation Board to operate the Capitol Guide and Information Service.

2001 The Bob Bullock Texas State History Museum opens.

2007 The 80th Legislature transferred facilities maintenance and grounds keeping Responsibilities for the 1856 Texas Governor's Mansion to the agency from the Texas Building and Procurement Commission.

2009 The 81st Legislature reassigned to the SPB the Governor's Mansion preservation and maintenance while also authorizing the agency to direct and manage the Mansion's

restoration project.

2011 The 82nd Legislature provided the agency with several funding options for raising money and recouping costs by approving the establishment of a support organization to benefit the Capitol and by allowing the agency to recover indirect costs incurred when an event, exhibit or activity is held in the Capitol or on the Capitol Grounds. The Board was also directed to establish an African American Texans memorial monument on the State Capitol grounds that pays tribute to the contributions of African Americans to the State of Texas.

2012 Restoration of the 1856 Texas Governor's Mansion is complete.

2013 The 83rd Legislature allowed for the continuation of the SPB through 2025 and permitted the Governor, Lieutenant Governor and Speaker of the House, as members of the board, to appoint designees to act on their behalf during SPB board meetings. The same bill also directed the board to meet at least twice each year. Other legislation created a Governor's Mansion Renewal Trust Fund for the preservation of the Governor's Mansion and included the SPB in the development, review and approval of a comprehensive master plan for the Capitol Complex.

Agency Main Functions

The State Preservation Board is responsible for the following:

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

Each of these main agency functions is discussed in depth below.

Facilities Maintenance

The agency's Facilities Division is responsible for a wide range of agency programs including routine building maintenance, housekeeping, recycling, and grounds maintenance as well as construction projects ranging from the simple replacement of existing building equipment to complex construction undertakings. The Facilities Division maintains the utility infrastructure including heating, ventilation, and air conditioning (HVAC), electrical, life safety systems, carpentry, painting, waterproofing, and plumbing services. Housekeeping includes routine and specialty cleaning, trash removal, recycling and pest control. Grounds maintenance includes the upkeep of the Capitol's 19.5 acres, the Museum grounds, and Governor's Mansion grounds. Routine mowing, trimming and debris removal as well as tree trimming and monument and bench maintenance are performed by agency staff and augmented by contractors where needed.

Construction projects also fall under the purview of the Facilities Division. Facilities staff are currently overseeing the replacement of four outside air handling units and an upgrade and replacement of the energy management system that controls the air conditioning systems in the Capitol and Capitol Visitors Center. Due to the size of the project, the Capitol Extension will be completed as a second phase in 2014-2015. Other possible projects include replacement of the lighting in the Capitol's Legislative Reference Library and the replacement of the paralleling gear that coordinates the operation of the emergency generators. In addition to the above mentioned mechanical projects, the SPB is in the process of replacing carpet in the Capitol offices and the Senate Chamber. Other potential projects through 2017 (contingent upon funding and other unknowns) are as follows: repair, caulking and painting of Capitol windows and entrance doors; Capitol Visitors Center roof replacement and exterior repair/repainting; Capitol Extension elevator software and hardware replacement; Capitol partial fire system upgrade; and Capitol Extension carpet replacement.

Curatorial and Education Services at the Capitol & Capitol Visitors Center

Through the Curatorial Division, the SPB maintains millions of dollars' worth of historical artifacts in the Capitol. A comprehensive Curatorial program ensures the collection is preserved, maintained and protected while the majority of it is on display in the Capitol. The State Preservation Board collects, preserves, protects, interprets and maintains information on original or period objects of historical significance to the Capitol or the State of Texas or appropriate to the early period of the Capitol's history (circa 1888-1920). While the Capitol continues to function as the working seat of Texas Government, many of the building's most important architectural spaces were returned to their turn-of-the-century appearance during the 1992-1995 Capitol Interior Restoration Project. Both original and/or reproduction furnishings including artwork and accessories reflect the rooms' historic interior environments. The Capitol Historical Artifact Collection numbers over 3,300 pieces with the majority of the items on permanent display in the building. Note that these museum-quality antiques are used today for the same purposes for which they were purchased over a century ago. Members of the Legislature use original desks in the House and Senate Chambers and visitors to the Capitol

sit on original perforated benches. The artifact collection helps the agency interpret the building in its historical entirety, as an educational experience for all visitors, as well as to provide for the functional needs of the building's occupants. Curatorial staff ensure that all artifacts are kept in usable condition.

As statutorily mandated, the agency provides educational services for the public, focusing on the schoolchildren of Texas, through a dynamic array of programs. The Capitol Visitors Center (CVC) educates the public through a variety of exhibits. In September 2013, the CVC opened an exhibit about the SPB's mission to preserve and maintain the Capitol in honor of the 30th anniversary of the founding of the agency. The exhibit included an interactive board where visitors left questions about the upkeep of the Capitol, which were answered on the CVC's Facebook page. The CVC has also created exhibits about the 125th anniversary of the Capitol, early Texas currency and women involved in the cattle industry. In March 2014, CVC premiered a new behind-the-scenes film "The Texas Capitol: Building for the Ages" to replace the film "Beyond the Dome," which had been showing since FY 2001. The new film provides background on the history of the Capitol as well as areas not open to the public and serves as a key interpretative tool for tour groups and visitors at the CVC.

In June 2013, SPB unveiled a revised version of the African American legislators composite in the South Foyer of the Capitol with the inclusion of a recently discovered picture of legislator Jeremiah (J.J.) Hamilton. Curatorial staff are continuing to work with historians to locate other individuals currently not pictured. In March 2013, SPB hosted a temporary display in the Capitol Ground Floor Rotunda. The 125th Exhibit detailed the history of the Capitol, momentous events, significant locations and preservation. This display launched a new exhibit initiative where SPB creates a temporary exhibit in that location in the spring and fall each year. The displays have included an exhibition of Tom Lea artwork (October 2013) allowing the Capitol to participate in the statewide Tom Lea Month celebration and 4H and FFA student photo winners (April 2014). In October 2014, newly decorated Texas Medal of Honor recipients will be honored in the space. The exhibition program will provide SPB the opportunity to highlight Capitol collections and history as well as foster collaborative relationships with other cultural organizations. The Texas Medal of Honor display has been on display in the Ground Floor north corridor of the Capitol since 1999. In November 2014, SPB will unveil an updated exhibit that will include seven new Texas recipients of the prestigious award. The new display will not only include the recent recipients but also will modernize the interpretation of the previous winners and create an exhibition that will honor these heroes for the next decade.

Bullock Texas State History Museum

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

The Museum tells the Story of Texas within 34,000 sq. ft. of permanent exhibits on three floors. As a non-collecting institution, the Museum works with many statewide and national historical organizations and private individuals to feature artifacts in its galleries related to Texas history, government and culture. In addition, the Museum includes a 7,000 square foot special exhibit gallery that features original and traveling exhibitions. Its core programs consist of interactive and traditional exhibits and media experiences, which are augmented by educational and family programs relating to its mission. The Museum also includes a 390-seat IMAX® Theatre equipped for both 2D and 3D films; a 200-seat Texas Spirit Theater; an indoor/outdoor Museum Cafe; a Museum Store; and a 475 space underground parking garage.
Following a lengthy application process and comprehensive on-site review conducted by the American Alliance of Museums (AAM), the Bullock Texas State History Museum received AAM's accreditation in November 2013. This prestigious accreditation is the highest national recognition for a museum.

The 83rd Legislature appropriated funds for the Story of Texas Statewide Education Initiative. The goal of the Museum's The Story of Texas Statewide Initiative is to provide an immersive online experience and interactive content showcasing Texas history, government, and culture to help learners better understand and find relevance in the multiple stories of Texas. Designed for all Texans, including educators and students, the site will include rich interactive features and will use the Museum's and curated user-generated content to emphasize that history happens every day, throughout the state, and all Texans are a part of the story.

The Story of Texas Statewide Outreach Initiative is the broadest and farthest reaching component in the Museum's history. The website itself will complement the Museum's on-site work and provides an equally dynamic virtual experience that allows the Museum to reach beyond its doors and invite all Texans, regardless of where they live, to be a part of their state history museum. In addition, the website will uniquely position the Museum as the nexus for Texans across the globe to connect, each sharing their stories to reflect the rich and diverse fabric of Texas culture.

The Museum is poised to reconstruct its entire first floor Texas History Gallery as it continues its mission to engage millions of visitors in the dynamic and ever-expanding Story of Texas. More than 15 years of preparation for this moment have been driven by an incredible find— the French ship *La Belle*— in what has been herald as “one of the most important shipwreck discoveries in North America” by *Smithsonian Magazine*. Run aground in a storm in February 1686 off the coast of Texas and found in 1995 in Matagorda Bay, *La Belle* was the oldest French shipwreck discovered in the Western Hemisphere at the time. Painstakingly uncovered piece by piece by Texas marine archaeologists, the 17th century timbers and thousands of artifacts will be prominently featured in the Bullock Museum’s newly renovated first floor. When unveiled in 2015 it will be one of the most significant historical exhibits on early European settlement in the Nation.

Presenting a continually evolving story of Texas is at the core of the Bullock Museum’s mission.

The reinstallation of the first floor, with *La Belle's* hull and artifacts as a central feature, will represent the most significant achievement in the Museum's own history since its opening. Closing in June 2014 and reopening in November 2015, the installation of a 35' foot long ship prominently in the center of the space is a major undertaking. Beginning with the removal of existing casework and artifacts, the newly designed gallery will feature a walkable deck of glass over the hull, soaring structures for artifacts, and multi-media experiences unified to create a connected story of Texas in its earliest years when the turbulent destinies of Native Peoples, the Spanish, the French, and the future of the Americas hung in the balance. In the ensuing months of gallery re-installation, a multitude of artifacts from tiny beads to ammunition to personal belongings will be placed on view for the first time, adding real-life substance to the incredible stories of the men and women who were affected by shared moments in history.

When completed, the reopening of the new gallery in Fall 2015 will transform the entire Bullock Museum, launching the institution's next chapter in serving the public and the state of Texas.

Capitol Visitor Services

As part of the agency's duty to provide visitor services at the Capitol, SPB staff across multiple departments welcome, assist and educate visitors to the Capitol Complex. Staff engage guests, particularly school-age students, through dynamic tours and programs that relate the history of the Capitol, old General Land Office Building and the State of Texas. Tours are conducted on an on-going basis by Capitol Visitor Services staff of the Capitol, Capitol Visitors Center and Governor's Mansion. Self-guided tours are also available for the Capitol and Capitol Grounds. A positive visitor experience is facilitated by the SPB's management of metered on-street parking and a dedicated visitors parking garage, as well as a full service cafeteria operation in the Capitol Extension. Capitol Visitor Services also includes the services of the Capitol Events Coordinator, who schedules and manages public events at the Capitol and manages the SPB's meeting spaces in the Capitol and Capitol Extension.

Retail

The SPB operates three gift shops and a retail website offering visitors a variety of Texas novelties and gift items. The Capitol Gift Shops strive to carry Texas-made educational products relating to the Capitol as the seat of Texas government. Products carried at the Bullock Texas State History Museum interpret Texas; its history, land, and people. The locations in the Capitol Extension, the Capitol Visitors Center, and the Bullock Texas State History Museum capture tourists, school groups, building occupants, and the local population looking for unique products. The shops are the only source for many products carried and products are developed exclusively for sale in the agency's stores. The Retail Division is a self-sustaining enterprise operation for the agency with 100% of net revenues supporting the care and preservation of the historic buildings, education initiatives, and operations at the Bullock Texas State History Museum.

In 2013, the Capitol Gift Shops began developing products using wood harvested from various species of trees that once stood on the Capitol grounds; prevalently oak and pecan. These trees were harvested a number of years ago and taken to various saw mills for sawing and kiln drying. After several additional years of drying from environmental exposure, the wood has only recently been suitable for use. Early in 2014, a Call to Artists was issued around the state—to Texas and regional wood turners associations as

well as to individual wood artisans—in an effort to generate interest among the state wide wood-working community. Through this program, we plan to develop a number of products across several different product categories and at wide range of price points so that ownership of this very special wood is attainable to all audiences. Product categories such as executive gifts, furniture, and decorative art are but a few examples of the items we have begun to produce.

In 2013 the Capitol Gift Shops also initiated a promotion to commemorate the production of one-million Texas Capitol ornaments by developing a commemoratory ornament to be auctioned off through an online auction venue. The 2013 Commemorative Texas Capitol Ornament was a one-of-a-kind ornament, completely finished in 24k gold, and presented in a custom presentation box made from wood harvested from an oak tree that once stood on the Capitol grounds. This auction generated 57 bids and over $5000.00 and brought much needed publicity to the eighteen-year-old Texas Capitol ornament program.

Key Service Populations

The SPB continually interacts with and serves the occupants of the buildings under our care. Capitol and Capitol Extension occupants include legislative members and their staff, the Governor's Office, the Capitol Detail of the Department of Public Safety, Secretary of State and the Legislative Reference Library. The SPB provides facilities maintenance services for the building occupants, including temperature control, housekeeping, lighting, plumbing, electrical, carpentry and painting. Special services provided include scheduling public events and exhibits and coordinating use of the Legislative Conference Center, Historic Court Rooms and Capitol Extension Auditorium. In FY 2013, Capitol Events scheduled and managed 881 events. Constituent services are offered through our Capitol Information and Guide Service, Capitol Visitors Center, Capitol Visitors Parking Garage, Capitol Grill and Bullock Texas State History Museum.

In addition to the full-time Capitol occupants, an estimated one million visitors enter the Capitol annually. A significant percentage of the Capitol visitors are school students, specifically 4th and 7th graders who are studying Texas history. Visitors also include tourists from all regions of the state and nation, and around the world as well as citizens observing and participating in the legislative process. Vehicle parking for Capitol Complex visitors is facilitated by the SPB through our management of the Capitol Visitors Parking Garage and the Capitol Complex parking meters.

Visitors to the Bullock Texas State History Museum include adults, families, teachers, students, Museum members and facility rental clients. In FY 2013 the Museum had over 396,000 visitors, including approximately 69,000 school student visits and 138 facility rentals. The Museum is available to serve educators and students statewide through on-site programs, distance learning programs, community outreach, educator professional development opportunities and with website resources.

II. ORGANIZATIONAL ASPECTS

Workforce
Staffing for the State Preservation Board consists of 96.8 authorized full-time equivalents (FTEs) paid by appropriated funds. Staffing for the agency's Enterprises, including the Museum, the Capitol Gift Shops, the Capitol Visitors Parking Garage and Capitol Complex Parking Meters, consists of 90.2 FTEs paid by earned revenues (as of 2/28/14). Further demographic information of the agency's workforce is contained in the Workforce Plan included as Appendix E.

Organizational Structure
The agency is managed by an Executive Director, and divided into seven divisions - Facilities, Customer Services, Retail, Curatorial and Visitor Services, Finance, Administration, and the Bullock Texas State History Museum. The head of each division reports directly to the agency Executive Director. The State Preservation Board is comprised of six members - the Governor, the Lieutenant Governor, the Speaker of the House of Representatives, one senator appointed by the Lieutenant Governor, one representative appointed by the Speaker of the House, and a citizen board member appointed by the Governor.

Geographical Location of the Agency
The agency is headquartered in the Sam Houston State Office Building located in the Capitol Complex in Austin. In addition to the headquarters, agency staff work out of the facilities we operate, including the Capitol and Capitol Extension; the Capitol Visitors Center; the Capitol Visitors Parking Garage; and the Bullock Texas State History Museum.

Service Populations
The location of the agency's primary service population is three-fold. First, there are the building occupants who office in the Capitol and Capitol Extension, as well as the Governor and family living in the Governor's Mansion. The Capitol occupants include elected state officials from every region of Texas and staff members living in the Austin area. Next, there are the over one million visitors to the buildings annually from all regions of the state and nation, and around the world. A significant percentage of the visitors to the Capitol (1,047,431 visitors passed through Capitol metal detectors in calendar year 2013), the Capitol Visitors Center (more than 140,000 annually), and the Museum (396,339 in FY 2013) include school students, specifically 4th and 7th graders who are studying Texas history. And finally, there are the virtual and call-in visitors to the buildings. This includes visitors to the agency websites, distance learning programs, and requests for public information and photographs. The agency's websites include virtual tours of the Capitol, photo galleries, field trip guides and lesson plans for educators, on-line exhibits, on-line gift shops, on-line ticketing for exhibits, events, and films at the Museum, employment listings, agency forms and related policies, and published reports, just to name a few of the features.

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

complete information profiles when visiting the building. Although the data about visitors is not comprehensive, SPB now has a way of measuring the number of visitors who come through the Capitol security checkpoints. In FY 2013, over one million people entered the Capitol through the metal detector security checkpoints. In addition, visitors with area codes from 46 states, Washington D.C. and Puerto Rico participated in the mobile offerings at the Capitol in the first eight months of cellular telephone tours being available (September 2013 - April 2014).

In an effort to provide a meaningful experience to non-English speaking tourists, the Capitol Information and Guide Service and Capitol Visitors Center offer tours in different languages (depending on the Tour Guide census) and the Capitol and the Visitors Center have brochures available in Spanish, German, French, Italian, Russian, Chinese, Korean and Japanese. The Capitol and the Visitors Center offer information to visually-impaired visitors with brochures in Braille. Tours in American Sign Language are available with advance notice. The Capitol Information and Guide Service implemented tours designed to meet the needs of a variety of special needs groups including senior adults, the hearing impaired and for those with mental disabilities. An audio tour of the Capitol in English became available in FY 2013 (through visitor cellular telephones), with Spanish and audio descriptor for the visually impaired to be added in the future.

Visitors to the Museum include adults, families, teachers, students, Museum members and facility rental clients. The Museum is available to serve educators and students statewide through on-site programs, distance learning programs, community outreach, educator professional development opportunities and website resources. In order to retain and build audiences, the Museum's annual education, exhibit and theater programming includes: an actively changing schedule of at least five educational films in the IMAX® Theatre; programs in the Texas Spirit Theater; pre-professional and professional development training for teachers, and curriculum-based learning opportunities for students; designing, developing and installing two to three temporary exhibits in the 7,000 sq. ft. special exhibit gallery; ongoing artifact loan rotations in the three floors of exhibits; and adult, youth and family programming that accompanies films and exhibits. The Museum staff, volunteers, member newsletter, website, advertising and program partnerships are primary strategies for providing access and information delivery for Museum programs and services. Visitors to the Museum have access to open captioning for all exhibit media programs and rear-screen captioning in the theaters. Museum sign language interpreters are also scheduled upon request. Offering bilingual exhibit text will begin in 2014 with the installation of a new permanent gallery for the La Belle shipwreck.

Human Resources

The agency's greatest strength is its staff. The SPB has a highly educated workforce since a majority of the agency's staff positions require a wide variety of special skills and training. In addition to general office administration and accounting, knowledge of facilities maintenance and management, construction and contract management, architecture, historic preservation, education, tourism, retail management, museum operations, marketing, public relations, graphic and exhibit design, information technology, operation of theater multimedia and large

format film equipment, and the preservation and curation of historical artifacts is required to meet the goals and objectives of the agency. The State Preservation Board has been fortunate to retain personnel in key positions with a high degree of expertise and loyalty. Stability of leadership has resulted in high quality programs and consistency in carrying out the responsibilities of the agency. More information on the agency's human resource strengths and weaknesses is contained in the Workforce Plan included as Appendix E.

Capital Asset Strengths and Weaknesses

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

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

The agency recognizes that critical building systems and equipment will continue to depreciate and require future capital investment to maintain the buildings at the level needed. The 77th Legislature (2001) established the Capital Renewal Trust Fund to be used only for the purpose of maintaining and preserving the Capitol, the General Land Office Building, their contents and grounds. This source of funding has been invaluable in replacing equipment and systems at or near failure and performing critical large scale renovation projects such as the FY 2010 - 2011 Capitol dome repair and repainting project and the Texas House of Representatives Chamber ceiling repair and repainting project. This Trust Fund, as well as our preventive and predictive maintenance programs, contribute to ensuring the future stability of the buildings. Drawing from this fund has allowed the agency to replace older equipment for the HVAC, electrical, and plumbing systems, carpet and ceiling materials as well as take on large renovation projects.

The Museum facility and physical plant also receive comprehensive preventive maintenance modeled after the Capitol maintenance program. The Museum is in the 13th year of operation and some of the large mechanical devices are breaking down or requiring frequent repair. Funding provided by the 81st, 82nd and 83rd Legislature has assisted in major repairs of systems and equipment critical to the facility function of the Museum. Facilities staff from the Capitol Division continue to provide ongoing support to the Museum in the form of plumbing, carpentry, painting, electrical, HVAC and waterproofing assistance.

Industry standards and business analysis conducted for the Museum emphasize the critical

need to reinvest in the primary exhibits, theaters and programming on an ongoing basis to sustain and grow attendance and revenues. The Museum recognizes this need and plans to unveil in 2015 a new permanent gallery installation and 4-D film about the La Belle, a three centuries old shipwreck discovered in Matagorda Bay by a team of state archaeologists in 1995. The LaBelle exhibit will be the first permanent gallery renovation since the Museum opened and is expected to be a major draw for new audiences of all ages. In addition, roughly 10,000 square feet of space within the footprint of the building was never finished out when the Museum opened in 2001. The Museum plans to convert this to usable gallery space in the next few years to allow for an expanded interpretation of Texas ranching and to feature major Texas collections from around the state on a rotating basis.

SPB Facilities staff play a key role in the preservation and maintenance of the Governor's Mansion and grounds. HVAC technology using ground source heat pumps and solar collectors for greater energy efficiency are an ongoing challenge for Facilities staff. While much of this sophisticated equipment is no longer under warranty, the maintenance and operation of the equipment remains, and continues to require staff time 24-hours a day. Events held at the Mansion places demands on the Facilities staff to assist with electrical, HVAC and other facility needs. The Mansion requires significant amounts of staff time and financial resources to maintain, particularly in the areas of the security systems, mechanical and life safety systems, and the grounds.

Historically Underutilized Businesses

As with all state agencies, the State Preservation Board is charged with developing and implementing a plan for increasing the use of historically underutilized businesses through purchasing and public works contracts and subcontracts. In our efforts to build a strong HUB program, the SPB strives to ensure a good faith effort to utilize HUBs in all procurement opportunities. The following programs are conducted by the agency to meet this objective:

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

As a result of our good faith efforts, the agency conducted 237 individual transactions with HUB vendors in FY 2013. This represents 8% of the contracts and purchase orders awarded. Notable HUB contracts in FY 2013 included janitorial services for all SPB managed buildings; grounds maintenance services for the Capitol grounds; fire system testing for the Capitol, Capitol

Extension and Capitol Visitors Center; security system equipment maintenance at the Bullock Texas State History Museum; and leases for high-end video projectors at the Bullock Texas State History Museum.

The majority of HUB reportable agency funds are spent on either competitively bid projects or for the purchase of specialized goods and services. The agency requested competitive bids on 22 projects in FY 13. Of the over 1700 HUBs solicited for competitive bids, less than 0.5% responded with a bid. This low response rate from HUB bidders has been consistent across fiscal years. As a result of the unique mission of the State Preservation Board, the agency contracts directly with vendors for many highly specialized goods and services where the HUB vendor base is very limited or non-existent. One example is the leasing and ongoing maintenance of the IMAX® projection system at the Bullock Texas State History Museum. Another example from the Museum operation is the leasing of traveling exhibits for display in the temporary exhibit area. These types of high dollar purchases simply are not available from HUBs. An additional challenge for the agency HUB program is the purchase of products for resale in the Capitol and Museum Gift Shops. The purchase of products for this auxiliary enterprise accounted for 17% of the agency's HUB reportable expenditures in FY 2013 and 47% of the commodities category spending. Typically, these items are unique products available from only one vendor or are products that are mass-produced and available at the best price from large, national suppliers. Many of the agency's small retail vendors are minority or woman owned but choose not to go through the time consuming HUB certification process since the SPB is the only government entity that they do business with on a regular basis. The agency must choose resale products that satisfy the needs of our visitors, while providing the most profitable return for this self-funding enterprise.

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

Key Organizational Events

After undergoing the Sunset Review Process in 2011 - 2012, the 83rd Legislature allowed for the continuation of the SPB through 2025 and permitted the Governor, Lieutenant Governor and Speaker of the House, as members of the board, to appoint designees to act on their behalf during SPB board meetings. The same bill also directed the board to meet at least twice each year. This key organizational change will permit board meetings to be scheduled in a more timely manner, allowing for more board oversight of agency operations and provide more transparency in governance and opportunities for public input.

III. FISCAL ASPECTS

The 83nd Legislature appropriated to the State Preservation Board $31,764,880 in General Revenue for the 2014-2015 biennium. Total appropriations were comprised of the following amounts for the agency's major program areas:

- $11,491,900 was appropriated for insurance and debt service payments on the bonds used to finance the construction of the Museum.
- $6,575,656 was appropriated for the purpose of maintaining the Capitol, Capitol Extension, the Capitol Grounds, the 1857 General Land Office Building, and the Governor's Mansion, and $1,037,028 was appropriated for completion of the Governor's Mansion restoration project (unexpended balance from prior biennium).
- $7,000,000 was appropriated for two large scale initiatives at the Museum, the LaBelle Ship and Artifacts and the Texas History Education Program, as well as $1,000,000 for general operating expenses.
- A Capital Budget of $750,000 was appropriated for replacement of the Capitol perimeter security bollard system.
- The remaining $3,910,296 was appropriated for required building modifications and preservation, management of the Curatorial division, educational programs (including the Capitol Tour Guides and Capitol Visitors Center), management of Capitol activities and events, and indirect administration expenses of the agency.

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

The agency's operating budget is developed at the fund level with each fund maintained and controlled individually. The agency's fund structure includes the General Revenue Fund, the Capitol Fund, the Museum Fund, the Capital Renewal Fund, and the Mansion Renewal Fund. This separation allows the flexibility necessary to manage the buildings, grounds, and their contents and complete the projects overseen by the agency while maintaining our fiduciary responsibilities.

The Capitol Fund, authorized by Government Code §443.0101, is a trust fund established outside the Treasury with the Texas Treasury Safekeeping Trust Company. In addition to private donations, the Capitol Fund benefits from income produced by the Capitol Gift Shops, the parking meters in the Capitol Complex, the Capitol Visitors Parking Garage, and the leasing of Capitol Extension space such as the cafeteria, the press area and cellular carrier space. Capitol Fund expenditures are first limited to the purpose specified by the donor and then to educational programs, the acquisition and preservation of historical artifacts, and the overall benefit of the designated buildings the agency manages. Due to the $3.55 million reduction in General Revenue appropriations for FY 2012 and FY 2013, salaries and benefits for 29.0 FTEs as well as other operating expenses for building maintenance and curatorial functions were paid from the Capitol Fund. At the beginning of FY 2014, the fund held $14,810,833 which included a $5,000,000 transfer from the Capital Renewal Fund. The transfer was made as a result of the State Comptroller's reclassification of the Capital Renewal Fund at the end of FY 2012 to a non-interest bearing fund type. This reclassification was subsequently reversed, the $5,000,000 was

returned to the Capital Renewal Fund, and the State Treasury resumed paying depository interest in April 2014. Efforts are underway for the Treasury to reimburse the agency for lost depository interest for all of FY 2013 and the first seven months of FY 2014.

The Capital Renewal Trust Fund, authorized by Government Code §443.0103, is a trust fund established outside the Treasury with the Texas Comptroller of Public Accounts. This fund may only be used to maintain and preserve the Capitol, Capitol Extension, Capitol Visitors Center and their contents and grounds. After completion of $1.05 million in capital projects during FY 2012 and FY 2013 and the transfer of $5,000,000 to the Capitol Fund in FY 2013, the balance in the fund at the beginning of FY 2014 was $2,320,430. In April 2014, the fund balance was increased by $5,000,000 (see discussion in the preceding paragraph). The agency continually reviews the Capital Renewal Plan and assesses the future funding needs of this trust fund to ensure the buildings statutorily authorized to benefit from this fund will be perpetually preserved and maintained in a way Texans expect.

The 83rd Legislature approved (effective 09/01/2013) the establishment outside the Treasury of the Mansion Renewal Trust Fund with the Texas Comptroller of Public Accounts. This fund consists of money transferred by the Legislature and private donation and may only be used for major repairs or preservation of the Texas Governor's Mansion.

The Museum Fund, authorized by Government Code §445.012, is also a trust fund established outside the Treasury with the Texas Treasury Safekeeping Trust Company. The Museum Fund receives private donations and benefits from the net operating income of the Museum. The purpose of the Museum Fund is to serve as an operating reserve to benefit future needs of the Bullock Texas State History Museum. At the beginning of FY 2014, the fund held $714,858. The agency continues to develop a strategy to prevent the depletion of this fund, adhering to the sound business practice of having a source of emergency funds for an enterprise of this size to operate for two to three months.

During the FY 2010 - FY 2011 biennium, the Museum's operating budget was derived from a combination of earned (92%) and developed revenues (8%), an extraordinary level of earned revenue that is unprecedented for history museums in the United States. To be adequately funded, the Museum will continue to seek other revenue streams, including state funding for operations as well as other developed revenues. Developed revenues include grants, donations, and sponsorships including support from the Bullock Texas State History Museum Foundation, a private non-profit organized solely to benefit the Museum. During the last biennium, the Texas State History Foundation undertook a major fundraising initiative that increased the developed revenues to approximately 26%.

The agency is appropriated funds for the bond debt service for the construction of the Museum building and the insurance required by the Texas Public Finance Authority: $5,798,825 in FY 2014 and $5,693,075 in FY 2015. For the first time since the Museum opened in 2001, the agency received in FY 2010 $500,000 in general revenue appropriations for infrastructure repairs and maintenance of all agency buildings, including the Museum. The 82nd and 83rd

Legislatures appropriated $500,000 each year for general Museum expenses for fiscal years 2012 through 2015. With the exception of five Facilities staff who have been paid from the agency's general revenue appropriations since 2004 and six other staff members whose salaries are paid with appropriated funds for fiscal years 2012 through 2015, all salaries and benefits for Museum employees are paid from earned revenues. The cost of benefits for Museum employees was over $637,000 in FY 2013 and totals approximately $7.3 million since 2001, including over $317,000 for retired employee health insurance. Legislated across-the-board employee pay increases and one-time bonuses over the last several fiscal years (plus the increase in benefits based on new salary levels), has also posed a direct and significant impact on the Museum and its ability to meet revenue goals required for continued performance.

The Museum relies on approximately 120 volunteers and docents to supplement paid staff positions. Funds for Museum utilities (Texas Facilities Commission) and security personnel (Department of Public Safety) are appropriated from General Revenue directly to the respective agencies. Unlike most buildings owned by the State, the Museum has funded building maintenance from earned revenue since the opening in 2001. As noted above, the agency received $500,000 in FY 2010, some of which was expended for infrastructure repairs and maintenance at the Museum. Examples of ongoing building maintenance expenses include elevator testing and maintenance, security system maintenance, fire system testing and maintenance, and boiler maintenance. The agency is appropriated funds for the maintenance of the other buildings for which we are responsible - the Capitol, Capitol Extension, Capitol Visitors Center and the Governor's Mansion. The Legislature established the Capital Renewal Trust Fund as a reserve for maintenance, preservation and replacement of facility assets for the Capitol, Capitol Extension, and Capitol Visitors Center only.

The agency is currently formulating its budget plans for the 2016-2017 biennium. The agency's baseline request for General Revenue Funds will not exceed the sum of amounts expected to be expended in fiscal years 2014 and 2015. The agency will also submit a supplemental schedule detailing a 5% and 10% reduction in the baseline request. One of the focuses of the budget will be requests for funding to help the agency fulfill its primary responsibility of maintaining and preserving the Capitol building and to also ensure stable revenue streams for the Bullock Texas State History Museum.

IV. SERVICE POPULATION DEMOGRAPHICS

The SPB primarily serves the occupants of the buildings and the over one million annual visitors to the Capitol and the approximately 400,000 annual visitors to the Bullock Texas State History Museum. Building occupants include the Governor, the Lieutenant Governor, the Speaker of the House, the Senate, the House of Representatives, the Legislative Reference Library, the Secretary of State and the Department of Public Safety. Tourists from all over Texas, the United States and the world visit the Capitol every year. In addition to tourists, service is provided to groups and individuals with governmental and special event and exhibit needs. In FY 2013, the agency scheduled and managed 881 events and exhibits at the Capitol, Capitol Extension and

on the Capitol Grounds.

Capitol Visitor Services staff continue to increase school group interest through dynamic tours, educational materials based on Texas Essential Knowledge and Skills (TEKS) objectives and interpretive principals. In FY 2013 more than 230,000 people participated in agency Visitors Services tours at the Capitol, including over 73,000 students. More than 140,000 visitors came to the Visitors Center, including over 64,000 students on tours of the CVC.

In FY 2013, Visitor Services staff began to schedule tours of the Governor's Mansion and coordinating visits with the Department of Public Safety and Governor's Office with more than 2,000 visitors participating in FY 2013. Visitor Services staff created content for the Mansion tours that highlights the building's rich history, residents, architecture and restoration, including green initiatives. All permanent Visitor Service staff have been trained on conducting tours at the Mansion and interacting with guests at the home. Visitor Services staff is developing student specific tours for the Mansion that align with TEKS objectives, materials for students visiting the Mansion, as well as teacher guides and lesson plans to launch in FY 2015.

The growth in school group tours can be traced in part to an increase in letters sent at the start of the school year to schools explaining the opportunities for field trips to the Capitol Complex. The school mail-out has continued to be a successful component in the growth and maintenance of the tour program at the Capitol Complex. A senior adult learner database is nearing completion with targeted marketing for these groups with a specific emphasis on scheduling tours during the non-peak season (September, December and January during non-Session years) as well as participating in tours of the Governor's Mansion. The senior adult mailing will begin in FY 2015.

The CVC has met the challenge of increased school groups and visitors while reducing its permanent front line staff by .5 FTE and going to one part-time seasonal staff member for the fall and two for the spring. Staff provide Mansion tours and support Capitol tours when needed. Staff members have continued to work on educational, administrative and exhibit programs during non-peak times. Due to the additional services of providing tours for the Governor's Mansion a full-time staff member was added to schedule the tours, work with DPS on security clearances for guests and provide training.

The Capitol Information and Guide Service has continued to provide a record number of tours while utilizing fewer staff members during non-peak seasons. The seasonal positions at the Capitol have proven to be a very effective recruiting and training tool in building a solid permanent staff.

In FY 2013, 18 Capitol Visitor Services staff members completed certification training as National Association of Interpretation Interpretive Guides. Led by an in-house staff member, this 32 hour course provided a history, definition, and principles of interpretation to make tours purposeful, enjoyable, relevant, organized and thematic. In FY 2014, at least 11 other staff will receive this training. Supervisors in Capitol Visitor Services will also be undergoing training in

becoming Certified Interpretive Managers with a focus on making training and programs align further with interpretive principals and greater customer service. In addition, other divisions in the agency are scheduled to receive training as Certified Hosts, which incorporate interpretative understanding and principals to staff who interact with the public but who do not conduct tours (facilities and Gift Shop divisions).

The SPB has expanded the interpretation of the Capitol Grounds through a number of programs aimed primarily at students. Capitol Visitor Services staff created a number of self-guided scavenger hunts throughout the Grounds that schools can utilize to explore the monuments and interpretative markers. Visitor Services staff send groups coming to the Capitol Complex a copy (elementary, middle school and high school version) and groups can also pick them up from the CVC while on site. This provides schools waiting for tours or those unable to schedule a tour of the Capitol and CVC the opportunity to participate in this activity. In FY 2013, 264 schools for a total of 17,540 students participated in the self-guided Grounds & Monument Scavenger Hunt. In FY 2013 and 2014, SPB has also participated in the Texas Nature Challenge, a statewide initiative to encourage families to spend time outdoors. SPB created a nature-themed (trees in 2013 and wildlife in 2014) activity sheet that families downloaded from the Nature Challenge website or picked up at the CVC.

The Capitol Information and Guide Service has continued to build on its thematic tours. The *Women in Texas History* tour has been offered daily on weekday mornings since summer 2013. In the summer of 2014, the *Texas Independence* tour will be offered weekday afternoons. Staff have created a number of other tours that will be launching in FY 2015 including a legislative process tour and a veterans tours. Also in FY 2015, guides will engage visitors by discussing events that occurred on each specific day through "Today in Texas History" facts. Future thematic tours currently in development will cover Capitol architecture and art.

Since opening in April 2001, the Bullock Texas State History Museum has welcomed over 6 million visitors. These visitors include approximately 70,000 students annually who receive free admission to the Museum on school field trips as well as a mix of adults, teachers, families and Museum members. The Museum has served many international visitors, as well as military training groups from San Antonio, El Paso, and Fort Hood. Active-duty military personnel and their families also receive free admission to the exhibits through its participation in the Blue Stair Museums program. Museum exhibits and theaters are designed and equipped to serve the needs of visitors with disabilities; we anticipate that this portion of our audience will increase as the "boomer" generation ages and we increase outreach to local organizations that service the elderly and special needs communities.

Since all 4th and 7th graders in Texas schools study Texas history, the Museum will continue to experience significant attendance from this demographic group. In addition, educator professional development programs developed by the Museum have provided opportunities for language arts, science and math teachers to meet curriculum needs at the Museum, and we have experienced growing interdisciplinary use of Museum exhibits. The Museum Education Department has developed new curriculum materials for K-12 teachers that meet the state

TEKS standards for Social Studies and is expanding its focus on STEM (Science, Technology, Engineering, and Math) curriculum which also provides additional opportunities for grant funds and underwriting for programming. Educator Guides and teacher resources are available in print format and for download on the Museum website. The Museum continues to work with media and marketing partners in order to maximize and enhance our state-wide reach. Likewise, our distance learning program broadcasts web-based educational programming to students primarily throughout the state, and the Museum has also broadcast to national and international audiences. Implemented in FY 2008, the distance learning initiative allows the Museum to provide education programming to teachers and students through live, interactive, two-way conferencing. This initiative provides a cost effective way to bring students and teachers to the Museum who otherwise would not be able to participate in the Museum's educational programs.

Expanding on the distance learning initiative, The Story of Texas Statewide Outreach Initiative is currently underway and is the broadest and farthest reaching component in a new chapter in the Museum's own history. An interactive web project will take the lead in shaping the TSHM's educational offerings to reflect a revised, expanded, and inclusive mission. This web project will complement the TSHM's on-site work and provide an equally dynamic virtual experience online that will allow the TSHM to reach beyond its doors and invite all Texans, regardless of where they live, to be a part of their state history museum. Simultaneously, however, two major TSHM activities will reshape the entire look, feel, and presentation of the galleries themselves: 1.) A re-envisioning of the core exhibit 2.) A revised exhibit schedule that includes a balance of in-house developed and nationally traveling exhibitions that highlight a broad spectrum of Texas stories, including the prehistoric past, natural resources, and diverse cultures, for example. As a result, the TSHM will offer a completely new, re-envisioned museum experience that reflects current scholarship and educational strategies, new technologies, and an overall updated visitor experience.

V. TECHNOLOGICAL DEVELOPMENTS

Administration

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

The agency maintains a website which provides information to the public about the agency. It includes information about the history of the buildings, the Capitol Visitors Center, public tour

information, a virtual tour of the Capitol, agency employment and bid opportunities, maps, floor plans, photographs of the buildings and selected historic artifacts and other relevant information about the agency and the services it provides. The website includes self-guided Capitol Tours and self-guided Grounds Tours available in English, Spanish, French, Italian, German, Russian, Japanese, Chinese and Korean. The Trail of Trees brochure, a guide to the twenty-five tree species found on the historic Capitol grounds and produced by the Texas Forest Service, is also available in these nine languages. An update of the main agency website will need to be addressed in the near future. Staff has taken a number of steps in preparation for this move. Using Google Analytics, SPB staff has collected and continues to monitor data on existing pages highlighting information web users are looking for about the agency's properties. Staff can use this material in planning and designing a new website. New domain names have been secured as well for moving forward on creating a new web platform.

The agency maintains separate websites for the Capitol Gift Shops, the Capitol Visitors Center, and the Museum. The Capitol Visitors Center website includes one of the Center's films, dramatic readings used in exhibits as well as an interactive rendering of the painting the *Battle of San Jacinto*, which hangs in the Capitol. The Gift Shop sites allow the public to view and purchase items from the agency's stores. The Museum website supports online ticket sales for the exhibits and theaters.

The Finance Division transitioned to the Sage MIP Accounting system in FY 2010. This is an internal accounting system that provides greater flexibility and transaction level detail than is available from the Uniform Statewide Accounting System (USAS). The MIP system upgrade has greatly improved the functionality and scope of the agency's accounting and financial reporting capabilities by bringing all SPB funds into a central database with a common chart of accounts and reporting platform. The MIP upgrade has also provided safeguards to prevent processing errors which could result in audit issues. Duplication of effort, and the associated inherent errors, has been virtually eliminated due to the automation of many manual processes. The MIP *User Defined Fields* feature has enabled the agency to develop agency-specific and fund-specific coding elements that provide consistent financial information across a variety of funds and fund types. The agency purchased an additional MIP module in FY 2013 to more closely track and report expenses for exhibits and strategic plan initiatives at the Museum. The MIP upgrade has significantly enhanced the ability to provide accurate and timely financial information to agency management as well as external entities.

Capitol Visitor Services

In FY 2013 Capitol Visitor Services began utilizing iPads in tour presentations at the Capitol and the Governor's Mansion. This tool enhances the visitor experience by providing interesting imagery related to the tour. Tour Guides can now show images of the Senate and House Chambers when they are closed, artwork in non-public areas and details from monumental paintings. Guides also utilize iPads on tours of the Governor's Mansion to show imagery of people and events related to the house that are not displayed in the Mansion.

The Capitol Visitor Center continues to utilize technology in its exhibits through new digital

interactive elements delivered via computer, tablet or visitor's own digital devices. The CVC has also placed some of its content online including the new film "Texas Capitol: Building for the Ages." In FY 2015, the CVC will be updating and expanding its on-line educational materials. The new content will incorporate views inside the Capitol and Grounds via Google Street View as well as on-line video and collection content to allow teachers and students to experience the Capitol from their classroom.

In FY 2015, the Capitol Visitor Services will conduct a distance learning pilot program with Region 13 Service Center. Utilizing iPads, Visitor Services staff members will offer a program from inside the Capitol to 4th and 7th grade students. This will provide an opportunity to test the technology, logistics, interpretive content and interest before offering this type of program to schools throughout the state.

SPB has worked with Google to create a view of the Capitol, Capitol Grounds and CVC via Google Street View. Visitors will be able to view all 19.5 acres of the Grounds, locations in the Capitol including the Rotunda, Senate and House Chambers and Agricultural Museum as well as all public areas of the CVC. Users can pan around 360 degrees and zoom in any of these locations. SPB is also working with the Google Cultural Institute to integrate high-resolution digital images of art from the Capitol Collection that people can access both from the view in the Capitol and Grounds as well as a separate on-line Gallery, which will also include artwork not on public display.

In FY 2014, SPB launched mobile interpretation for visitors at the Capitol Complex utilizing a cell phone or tablet. It launched with 31 different engagement opportunities including 14 audio, 11 texting options and 6 mobile webpages with signage located in the Capitol, Capitol Extension, Capitol Grounds and CVC. Visitors engaged over 13,000 times on these three platforms during the first 8 months (September 2013 - April 2014). The summer of 2014 will see the launch of a mobile web architecture tour as well as additional mobile content in CVC exhibits. Future plans include creation of more content, particularly mobile web, long-term signage, marketing the program and specialty topics. SPB will explore ways to utilize the mobile platform to build an online audience and promote financial incentives to encourage visitors to go to the Gift Shop, Capitol Grill, Capitol Visitor Parking Garage and the Bullock Texas State History Museum.

The CVC launched its Facebook page in October 2013 mainly as a vehicle for promoting interactions in exhibits. SPB also launched a YouTube channel in conjunction with the mobile interpretation tour. SPB is developing a social media strategy and goals to move forward on delivering content via social media outlets. The agency has already secured ownership of a Google+ and Twitter accounts that can be activated when the agency plans are in place.

With the agency's digital asset growth and utilization there is a growing need for organization and structure. SPB will need to invest in a Digital Asset Management system. When working in an environment with hundreds of unique digital assets, it is imperative a structured naming and storage convention is used to organize the work. This will allow agency staff to find assets from anywhere in a short amount of time. In addition, metadata standards need to be created and

applied to all digital assets, especially those with agency copyright.

Retail

After a major upgrade the Retail Division's point-of-sale (POS) system in the last biennium, the Division has been focused on related improvements to its ecommerce platforms and capabilities. The completion of these tasks will serve as the catalyst for exploring the varied and numbered opportunities for marketing our products to and in the digital community (such as Pinterest, Etsy, and other third-party ecommerce sites). In an effort to formulate an efficient and dynamic approach to this marketing effort, the Retail Division has contracted with a team of retail consultants to fill in the knowledge gaps of current staff.

Facilities

The Facilities Management division of the agency uses maintenance tracking software to follow maintenance requests from building occupants, preventive maintenance schedules, and equipment inventories in the buildings it maintains. The software provides detailed maintenance histories of all facilities equipment and allows the agency to easily compile complex information for required reports and necessary tracking. Information in the facilities database can be linked to architectural drawings of the buildings to provide needed information for technicians in the field.

Facilities is in the process of developing a new building automation system for the Capitol and Capitol Extension to replace outdated technology. This new system will use wireless technology and allow for real-time monitoring of systems and the troubleshooting of issues remotely. When completed in late 2014, the updated system will create a much more responsive SPB HVAC/Mechanical team and provide even greater service at all times throughout the Capitol and Capitol Extension.

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

Bullock Texas State History Museum

The Bullock Texas State History Museum has multiple technology initiatives planned for this strategic plan period, including installation of a new constituent relationship management (CRM) system; expansion of the facility's wireless infrastructure; an artifact image digitization

project; development of a Digital Asset Management System (DAMS); creating an application programming interface (API); participating in an educational metadata initiative to make internet search results better for educators; and developing a Content Management System for the Museum website and on-site digital content. All of these Museum technology initiatives are further detailed in the Technology Resources Planning section of this document.

VI. ECONOMIC VARIABLES

The current upturn in the local and statewide economies have yielded predicted, though marginal, increases in sales in agency retail operations. While this is good news on a number of levels, the retail stores have yet to return to robust sales experienced prior to 2008. Nonetheless, the economic forecast for Texas continues to be positive and our various enterprise operations will no doubt benefit from this.

In the last fiscal year, sales in the Capitol Gift Shops were approximately $2.2 million; an increase of 5% over the previous comparative year. A majority of this increase was the result of sales generated by the Educator Reward Program. The Educator Reward Program was implemented during the last biennium as a loyalty program in its Capitol Gift Shops. The purpose of this program was to incentivize educators to bring their school groups into the stores during their field trips to the Capitol. In return, teachers earn 10% of their group's total purchase to spend on free educational products for their classrooms. This program has been an unimaginable success generating an additional $125,000 in sales in the last year alone.

Sales in the Museum Store in the Bullock Texas State History Museum were approximately $1 million, down 5% from the previous comparative year. This is the first time in the history of the Museum where retail sales did not track with Museum admission sales (the Museum was up approximately 8% as of this writing). Research into this unusual phenomenon showed that several changes in Museum programming have affected this outcome. For example, changes to once-per-month free admission days (1st Sundays) as well as the decline in feature films available in the IMAX Theater are two of note.

There continue to be a number of challenges going forward. As always, the number of cultural venues vying for tourists dollars in Central Texas continues to increase, and a thriving economy will no doubt spawn a further increase in their number. More importantly, however, is the competition our retail operations face among Big Box retailers who are offering incentives that independent and boutique retailers are unable to match. Discounts for volume purchases, "loss leader" promotions, free shipping on all orders, guaranteed express delivery, and personalized shopping are just a few.
Going forward, the Retail Division will focus on mining the digital marketplace for its sales increases. Efforts made in the last biennium were positive but marginal. To help with this, the Retail Division has contracted with a retail consultant to help formulate a strategy for improvement.

At the Bullock Texas State History Museum the IMAX® Theatre has faced the increasing challenge of a reduction in the number of available films. As the industry has transitioned to digitally-formatted movies, the Museum's film projector, which cannot accommodate digital, has resulted in fewer feature film options and a drastic reduction in revenue in both the film department and related streams like parking and concessions.

The strength of the economy has a direct impact on Museum revenues, specifically affecting attendance and therefore admission sales, food service income, and parking garage revenues. An uptick in membership has occurred and the number of special event rental bookings is relatively stable. In the future, Museum staff will focus on special event rentals that have the potential to yield the highest amount of catering revenue.

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

VII. IMPACT OF FEDERAL STATUTES/REGULATIONS

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

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

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

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

VIII. OTHER LEGAL ISSUES

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

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

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

In 2012, the SPB was reviewed by the Sunset Commission. As a result of this review, the Legislature enacted SB 201 in 2013, continuing the agency until 2025. In addition, SB 201 requires the board to meet at least twice a year. The bill authorizes three of the agency's board members, the Governor, the Lieutenant Governor, and the Speaker of the House, to designate a representative to act on behalf of the member during a board meeting.

Senate Bill 211, enacted in 2013, directs the Facilities Commission to prepare a Capitol Complex master plan. The SPB is required to participate in the development of this plan, as well as review a proposed Capitol Complex master plan.

IX. SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

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

In 2011-2012 the agency underwent the Sunset Advisory Commission review process. Through the completion of the Self Evaluation Report and extensive follow-up discussions with Sunset Advisory Commission staff, the SPB had the opportunity to fully review and evaluate operations and programs. The resulting Staff Report issued by the Sunset Advisory Commission in March

2012 identified five issues and recommendations. Overall, the recommendations aim to better position the agency to address its expanded duties, diverse operations, and funding limitations. SPB staff found this review process to be very insightful and continue to use the recommendations to guide future improvement efforts.

As mentioned previously, in 2013 the Museum participated in the lengthy review process for accreditation. As with the Sunset Advisory Commission review, this review process also provided an opportunity for self-evaluation. The Museum was proud to receive Accreditation from the American Alliance of Museums and join the ranks of just 22% of history museums across the country, and only 7% of state museums to receive this honor. This designation of excellence signifies the Bullock Museum meets the highest professional standards within the field.

The agency recognizes that the majority of its key management staff is nearing retirement, eligible for retirement, or are return-to-work retirees. Impending retirements, compounded with turnover and attrition, may cause the agency to experience a significant loss of experienced staff in a short time frame. The agency must continue to work to fully document important operational procedures and best practice guides for all departments. A succession planning process is now in place and must be fully developed and implemented by all agency departments to prepare for both anticipated and unanticipated departures of key staff.

In 2013-2014 the Bullock Texas State History Museum took the opportunity to develop an action plan to strategize future opportunities. The result will be leveraging the five-year strategic plan created for the Museum in 2012 and launching a series of initiatives to secure the Museum as one of the leading history museum in the country. These initiatives include: launching a statewide education initiative and new website; building a more high profile and dynamic exhibition schedule; transitioning to a digital IMAX system and expanding film programming; reinstalling the Museum's 1st floor galleries; developing more robust programming and membership offerings; and development of new sources of public and private support.

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

The agency has the unique ability among state government entities to generate income through its enterprise operations of the Capitol and Museum Gift Shops, food service

operations, Capitol Visitors Parking Garage, Capitol Complex parking meters, and the Bullock Texas State History Museum. Encouraged by the recent upswing in the local and state economies, opportunities to grow these revenue streams exist if the agency can continue to invest in its operations and offerings to attract new audiences. This is especially evident at the Museum as it seeks to fulfill its mission of serving a truly statewide audience through expanded programs and offerings that meet or exceed professional standards of excellence.

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

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

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

STATE PRESERVATION BOARD GOALS

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

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

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

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

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

Outcome Measures:

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

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

Output Measure:

Number of Repairs and Restorations of Historical Items Completed

Efficiency Measures:

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

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

Output Measures:

Number of Responses for Maintenance Services
Number of Responses for Housekeeping Services
Number of Preventive Maintenance Tasks Completed
Number of Grounds Care Tasks Completed

Efficiency Measures:

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

Explanatory Measure:

Percent of Facilities Contract Terms Met

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

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

Output Measures:

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

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

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

Explanatory Measures:

Number of visitors to the Museum
Number of school student visits to the Museum
Number of theater tickets sold
Number of Museum facility rentals
Revenue received from Museum operations
Revenue received from Museum Memberships
Number of Distance Learning Participants
Number of Museum Programs Conducted
Number of schools using the Museum's educational programs

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

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

Output Measures:

Number of Events, Exhibits, and Activities Scheduled and Managed

Explanatory Measures:

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

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

B.1 OBJECTIVE: Include historically underutilized businesses in purchasing and public works contracts at the percentage of the total value of contracts and subcontracts awarded annually by the agency in each applicable procurement category:

Building Construction:	17.2%
Special Trade Construction:	18.1%
Professional Services:	18.3%
Other Services:	22.7%
Commodities:	15.4%

Outcome Measure:

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

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

Output Measures:

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

TECHNOLOGY RESOURCE PLANNING

1. Initiative Name: Name of the current or planned technology initiative.

Constituent Relationship Management (CRM) Software for the Bullock Texas State History Museum

2. Initiative Description: Brief description of the technology initiative.

Installation of Altru CRM software for programs at the Bullock Texas State History Museum; product launch scheduled for August 17, 2014.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Security and Privacy; Cloud Services; Legacy Applications; Business Continuity; Enterprise Planning and Collaboration; Data Management

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

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

Installation of a new Museum CRM provides added security to constituent records by consolidating membership, development, ticketing, online, and accounting data into a cloud-based solution that allows administrators to restrict user permissions, facilitating uninterrupted business operations and risk mitigation strategies for potential data breaches. Fusing stove-piped legacy ticketing, membership and fundraising databases, Altru allows SPB to better manage enterprise assets and Museum visitor data, promoting collaboration and process improvement. E-commerce user experience will be greatly improved, allowing the Museum to better service online transactions and visitor experiences.

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

State accounting requirements require additional personnel hours to report on and deposit funds.

1. Initiative Name: Name of the current or planned technology initiative.

Wireless Infrastructure at the Bullock Texas State History Museum

2. Initiative Description: Brief description of the technology initiative.

Installation of multiple wireless access points (WAPs) throughout the museum with secure and public connections to cover all public spaces.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Security and Privacy, Cloud Services, Business Continuity, Virtualization, Mobility, Network

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

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

Enables wireless capabilities for on-site interactive displays, distance learning programs, secure ticketing and scanning capabilities at all special event and theater entry points, social media programs and Museum website engagement

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

Necessary resources to complete the project will not be available until mid-2015.

1. Initiative Name: Name of the current or planned technology initiative.

Digitization of artifact images - Bullock Texas State History Museum

2. Initiative Description: Brief description of the technology initiative.

Photo equipment, space and processes for archiving images of museum objects, as well as making images available for a variety of inter-departmental agency uses.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Enterprise Planning and Collaboration, Data Management

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

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

To date, artifact image record files have been used only for condition reporting, and artifact images taken for Museum promotions are unstandardized and stored compartmentally. Digitizing all artifact image records in house allows for secure cataloguing, collaborative sharing, cross-purpose usage and sustainability of artifact image files. Additionally, processes will be established to document all artifacts entering and leaving the Museum will facilitate build out of a robust Digital Asset Management System and high quality image records for access by the general public, lenders and Museum partners.

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

Sufficient photo equipment, lights and space have been secured for artifact photography.

1. Initiative Name: Name of the current or planned technology initiative.

Museum Digital Asset Management System (DAMS) development

2. Initiative Description: Brief description of the technology initiative.

Integration of legacy databases, spreadsheets, system folder files into a single database to manage artifact tracking, reporting, conservation and preservation at the Bullock Texas State History Museum.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Security and Privacy, Legacy Applications, Business Continuity, Enterprise Planning and Collaboration, Data Management

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

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

Sustainability, traceability and accessibility of digital assets and data is essential to the security and privacy of lenders, as well as continuity of Museum business operations and organizational collaboration throughout all SPB divisions. Managing data in a secure environment allows for user access provisioning, cross-departmental use of all digital assets, and sustainability of digital archives.

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

No industry standard for DAMS; headway has been made at the Museum by consolidating various files and databases into Microsoft Access; additional Access licenses have been secured for staff; training and process development is required for successful implementation; establishment of Museum Web and Digital Media department helps to ensure DAMS development is an integrated solution with other technology priorities, such as Content Management System development.

1. Initiative Name: Name of the current or planned technology initiative.

API integration of Museum digital interactive technologies

2. Initiative Description: Brief description of the technology initiative.

Creating an application programming interface (API) to bring the Museum on-site digital touch interactives into a responsive digital framework for internet use.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Cloud Services

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

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

Availing on-site Museum interactive technologies to multiple digital access points, including mobile phones, tablets and desktop applications, allows users across the state to interact with educational learning technologies being developed to enhance the on-site Museum visitor experience.

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

Maintaining the API will require commitment from existing contractors; experimentation with API interactives for the Museum La Belle exhibit is currently underway.

1. Initiative Name: Name of the current or planned technology initiative.

Museum Educational Metadata Initiative

2. Initiative Description: Brief description of the technology initiative.

To make search results better for educators, the Museum will add metadata to its digital content with standards established by schema.org, a joint project by search engines Google, Bing and Yahoo! to, in part, help improve educator search results. The Museum will also publish digital content with added metadata directly to educational search databases, such as the Department of Education.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Cloud Services, Enterprise Planning and Collaboration, Data Management

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

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

Metadata, or information attached to digital resources, allows search engines to recognize resources more accurately. Currently, educators use traditional search methods, such as Google, to find educational content, but often spend too much time sorting through pages of content with unsatisfactory results. As a result, many educators are turning to educator-specific search databases, such as the Department of Education's database, to find relevant educational content. By adding metadata to its digital content and publishing content directly to educator-specific search databases, the Museum will increase digital content searchability and use for educators.

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

The Museum will be an early adopter of new metadata standards; need Professional Growth Plan certification to publish information to the Department of Education databases; need to work with Texas Education Agency to understand the needs of Texas educators and their interest in educator-specific search databases.

1. Initiative Name: Name of the current or planned technology initiative.

Museum Content Management System development

2. Initiative Description: Brief description of the technology initiative.

Development of a content management system (CMS) for Museum website and on-site digital content.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Security and Privacy, Cloud Services, Business Continuity, Enterprise Planning and Collaboration, Data Management, Mobility, Network.

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

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

Development of robust CMS to house public-facing digital museum assets enables the Museum to reach a statewide audience and collect, moderate and publish diverse experiences of Texans. By developing CMS platforms in-house, the Museum is able to manage security risks effectively and efficiently. Developing this cloud-based application will help the Museum maintain, disseminate and iterative versioning of digital asset distribution and user interface, as well as establish a model for cross-division agency collaboration and usage. A CMS provides an internet-based portal for timely remote website updates to better serve and reflect public interests; accessibility is bolstered by responsive frameworks for digital content.

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

Integrated solutions for two CMS platforms are currently underway, both launching Fall 2014; CMS development requires continual, long-term maintenance and development; secure hosting and testing is required.

1. Initiative Name: Name of the current or planned technology initiative.

Upgrade to Retail Point-of-Sale Software

2. Initiative Description: Brief description of the technology initiative.

As of May 2014, the retail point-of-sale system (CounterPoint POS by NCR) completed a minor upgrade. The upgrade will improve a number of things. Among them: a stronger interface with email marketing module, Customer Connect; the addition of new features to provide personalization and flexibility to our customers; and improved communication between CounterPoint and ecommerce platform, Able Commerce.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Security and Privacy; Data Management

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

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

The recent upgrade will allow the Retail Division to keep pace with the current technology driving internet commerce, implement new and innovative programs for audiences with specific needs, and support a digital marketing initiative to reach out to these customers.

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

Initiative has been successfully implemented.

1. Initiative Name: Name of the current or planned technology initiative.

Retail - Individualized Features on Ecommerce Sites

2. Initiative Description: Brief description of the technology initiative.

In an effort to meet the specific needs of those audiences with common purchasing demographics, the new ecommerce platform will allow us to create "sub-sites" targeted to specific audiences. Several examples include: Executive Gifts - new "page" that will feature items suitable for recognition, commemoration, and gift-giving; Personalization - customers interested in promotional products will have a means for selecting custom products with additions of names and/or logos; Service Awards - enhancements to our Service Award site will allow us to tailor tiered-value structure of products to conform with each organization's award parameters.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Data Management

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

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

Customer satisfaction.

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

While the above initiatives were not possible prior to the POS and Ecommerce upgrades, additional plug-ins will be needed in order to customize the existing architecture of each product.

1. Initiative Name: Name of the current or planned technology initiative.

Retail Mobile POS

2. Initiative Description: Brief description of the technology initiative.

The Retail Division will investigate possible advantages to using mobile POS systems to facilitate a more rapid transaction process at point-of-sale.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Mobility

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

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

During peak seasons, the addition of mobile POS stations can decrease wait time for customers checking out as well as decrease the labor costs associated with installing temporary cash registers and line management systems; and will allow the retail stores mobility to work off-site for special events.

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

This initiative will require the purchase of new software and hardware to be functional.

1. Initiative Name: Name of the current or planned technology initiative.

Retail - Enhanced Marketing Efforts through the use of Digital Media

2. Initiative Description: Brief description of the technology initiative.

Link current email marketing service with other social media platforms such as Pinterest, Etsy; and other online shopping portals.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Data Management

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

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

Operational efficiencies; Customer satisfaction

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

Additional software plug-ins and platforms may be necessary to facilitate this advancement.

1. Initiative Name: Name of the current or planned technology initiative.

New Building Automation System

2. Initiative Description: Brief description of the technology initiative.

Install a new building automation system for the Capitol and Capitol Extension for control of the HVAC systems. This initiative will create a new Building Automation System that allows for real-time monitoring of systems and troubleshooting remotely.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Mobility; Network

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

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

Operational efficiencies; customer satisfaction

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

Project currently underway successfully with completion in Fall 2014.

1. Initiative Name: Name of the current or planned technology initiative.

Capitol Mobile Telephone Tours

2. Initiative Description: Brief description of the technology initiative.

Content delivered to visitor's mobile devices via audio, texting and mobile web.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Mobility; Data Management; Business Continuity

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

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

Program provides visitors with content during all hours the Capitol is open and not just during time when SPB Tour Guide staff is on duty. Makes available visual and audio content that makes the locations more relevant to contemporary audiences. Potential to alert visitors and provide incentives to other opportunities in the Complex. Ability to create more access to information by providing content in Spanish and an audio descriptor for visually impaired.

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

Staff launched program with 31 engagement opportunities in September 2013 and has accumulated statistical data on how visitors are/are not utilizing the opportunities. The agency has a great deal of content and assets that can be utilized in the digital medium. A challenge is finding adequate time for staff to develop them and publish them in the digital format. With the agency's digital asset growth and utilization there is a growing need for organization and structure. SPB will need to invest in a Digital Asset Management system. In addition, metadata standards need to be created and applied to all digital assets, especially those with agency copyright.

1. Initiative Name: Name of the current or planned technology initiative.

Capitol Distance Learning

2. Initiative Description: Brief description of the technology initiative.

Utilizing iPads, Capitol Visitor Services staff members will offer a distance learning program from inside the Capitol to 4th and 7th grade students.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	**Status**
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Mobility; Enterprise Planning and Collaboration; Business Continuity

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

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

Students from around the state will be able to participate in a virtual guided field trip of the Capitol without having to leave their classroom. This eliminates the challenges school districts face in terms of cost, time out of school and transportation. This also allows SPB staff to serve very large groups of students at the same time.

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

In FY 2015, the Capitol Visitor Services will conduct a distance learning pilot program with Region 13 Service Center. This will provide an opportunity to test the technology (the Service Center has the necessary hardware and software), logistics, interpretive content and interest before offering this type of program to schools throughout the state. A potential barrier is the strength of the WiFi network in certain locations in the Capitol.

1. Initiative Name: Name of the current or planned technology initiative.

Google Streetview

2. Initiative Description: Brief description of the technology initiative.

SPB is working with Google to create a view of the Capitol, Capitol Grounds and Capitol Visitors Center via Google Street View. SPB is also working with the Google Cultural Institute to integrate high-resolution digital images of art from the Capitol Collection that people can access both from the view in the Capitol and Grounds as well as a separate on-line Gallery.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	**Status**
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Mobility; Business Continuity; Data Management

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

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

When completed this initiative will allow visitors from anywhere in the world to view important areas of the Capitol Complex at any time. It will also provide students and educators the opportunity to view areas of the Capitol and significant artwork from their classroom via on-line lessons. It will also provide relevant documentation of the Complex for preservation purposes if any significant or catastrophic damage or issue occurred in one of those locations.

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

The core work for the project and maintenance of material is being/will be handled by Google engineers and servers. Collection of imagery and metadata for the Google Cultural Institute will require staff time and is made more difficult by a lack of a Content Management System for digital assets.

1. Initiative Name: Name of the current or planned technology initiative.

Digitization of Capitol archive

2. Initiative Description: Brief description of the technology initiative.

SPB is considering collaborating with the Portal to Texas History (University of North Texas Libraries) to digitize Capitol-related documents and photographs.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	**Status**
n/a	

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

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

5. Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Mobility
- Network

Mobility; Business Continuity; Data Management

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

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

Students and researchers will be able to view these fully searchable and indexed materials from anywhere in the world. The digitized records will also permit the preservation of these items and minimize need to utilize original copies for future research or exhibition purposes.

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

The University of North Texas has a well-established program, hardware, software and protocol for digitization.

APPENDIX A
DESCRIPTION OF AGENCY'S PLANNING PROCESS

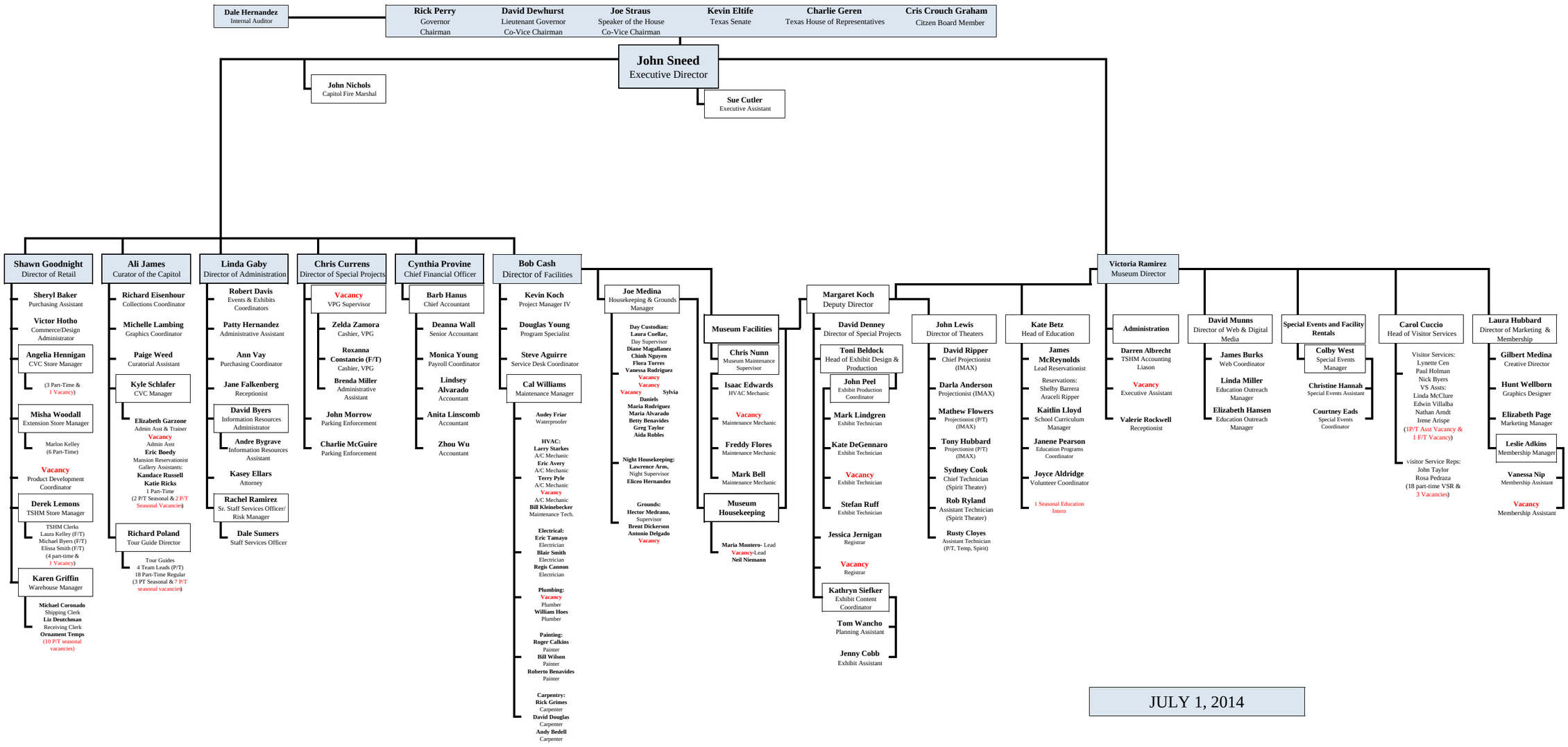
The State Preservation Board staff began reviewing the *Instructions for Preparing and Submitting Agency Strategic Plans* and the previous Strategic Plan in April 2014 to identify the agency's strengths and weaknesses and areas that needed revising and/or supplementing due to changes in operations and/or new initiatives. Each division director's comments were solicited and reviewed. Agency division directors were responsible for input from their respective stakeholders, both staff and customers.

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

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

APPENDIX B
CURRENT ORGANIZATIONAL CHART

State Preservation Board



JULY 1, 2014

APPENDIX C

FIVE-YEAR PROJECTIONS FOR OUTCOMES

Outcomes	2015	2016	2017	2018	2019
Percent of maintenance tasks completed correctly	98%	98%	98%	98%	98%
Percent of surveyed Capitol facilities customers expressing overall satisfaction with services received.	98%	98%	98%	98%	98%
Percent of housekeeping tasks completed correctly	97%	98%	97%	98%	97%
Percent of historical items maintained in usable condition	97%	97%	97%	97%	97%

APPENDIX D

Performance Measure Definitions

A. GOAL:	**Manage the State Capitol and other designated buildings, their contents and their grounds, and promote Texas history. [V.T.C.S., Government Code, Chapters 443 & 445]**
A.1. OBJECTIVE:	**Preserve and maintain 100% of the State Capitol and other designated buildings, their contents and their grounds.**

Outcome Measure:	**Percent of Maintenance Tasks Completed Correctly**
Short Definition:	Maintenance tasks completed correctly in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, the Bob Bullock Texas State History Museum, the Governor's Mansion and on their grounds expressed as a percentage of total tasks completed.
Purpose/Importance:	This measure quantifies the agency's ability to provide quality assurance in performing maintenance duties and grades the agency's effectiveness in providing quality maintenance services.
Source/Collection:	The supervisors will routinely take a stratified random sample of all maintenance tasks performed and review them for quality assurance with either a passing or failing grade. The data is derived from worksheets prepared by the agency which are utilized by the supervisors during the inspections.
Method of Calculation:	The measure will be calculated by taking the number of maintenance tasks inspected by supervisors and performed correctly divided by the total number of maintenance tasks inspected.
Data Limitations:	The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.
Calculation Type:	Non-cumulative
New Measure:	No
Target Attainment:	Higher than target

Outcome Measure:	**Percent of Housekeeping Tasks Completed Correctly**
Short Definition:	Housekeeping tasks completed correctly in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, and on their grounds expressed as a percentage of total tasks completed.
Purpose/Importance:	This measure quantifies the agency's ability to provide quality assurance in performing housekeeping duties and grades the agency's effectiveness in providing quality housekeeping services.
Source/Collection:	The supervisors will routinely take a stratified random sample of all housekeeping tasks performed and review them for quality assurance with either a passing or failing grade. The data will be derived from worksheets prepared by the agency which are utilized by

	the supervisors during the inspections.
Method of Calculation:	The measure will be calculated by taking the number of housekeeping tasks inspected by supervisors and performed correctly divided by the total number of housekeeping tasks inspected.
Data Limitations:	The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.
Calculation Type:	Non-cumulative
New Measure:	No
Target Attainment:	Higher than target

Outcome Measure:	**Percent of Surveyed Capitol Facilities Customers Expressing Overall Satisfaction with Services Received**
Short Definition:	Percentage of surveyed Capitol and Capitol Extension occupants expressing overall satisfaction with customer service provided by agency staff or agency contractors for maintenance and custodial services.
Purpose/Importance:	This measure quantifies the agency's ability to provide effective customer service to building occupants.
Source/Collection:	Facilities managers will routinely take a random sample of all Capitol and Capitol Extension facilities service requests and review them for customer satisfaction with either a passing or failing grade. This data will be derived from worksheets prepared by the agency which are utilized by the managers during the reviews.
Method of Calculation:	The measure will be calculated by taking the number of facilities service requests reviewed by managers and performed satisfactorily divided by the total number of facilities requests reviewed.
Data Limitations:	The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.
Calculation Type:	Non-cumulative.
New Measure:	Yes
Target Attainment:	Higher than target.

Outcome Measure:	**Percent of Historical Items Maintained in Usable Condition**
Short Definition:	Historical items maintained in usable condition expressed as a percentage of total items in the Capitol historical collection.
Purpose/Importance:	This measure quantifies the agency's ability to ensure the historical collection is being maintained in its proper condition and that these maintenance services are consistent with providing quality care to the artifacts and the occupants.
Source/Collection:	This measure is derived from the agency database of historical artifacts which is

continually updated by the Curatorial staff.

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

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

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

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

Output Measure: Number of Repairs and Restorations of Historical Items Completed

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

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

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

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

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Target Attainment: Higher than target

Efficiency Measure: Average Cost per Repair of Historical Items Completed

Short Definition: Average cost per historical item repaired.

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

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

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

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Lower than target

Efficiency Measure: **Average Cost Per Restoration of Historical Items Completed**

Short Definition: Average cost per historical item restored.

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

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

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

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Lower than target

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

Output Measure: **Number of Responses for Maintenance Services**

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

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

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

Method of Calculation: The measure will be calculated by totaling the number of service requests.

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

Calculation Type: Cumulative

New Measure: No

Target Attainment:	Higher than target

Output Measure:	**Number of Responses for Housekeeping Services**
Short Definition:	Total number of responses for housekeeping services in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, and on their grounds.
Purpose/Importance:	This measure quantifies the amount of housekeeping work being performed by the agency as a result of requests from building occupants and users.
Source/Collection:	This measure will be derived from reports of the facilities management system controlled by the Facilities Management division of the agency.
Method of Calculation:	The measure will be calculated by totaling the number of service requests.
Data Limitations:	Some housekeeping requests may be reported directly to housekeeping staff by building users and as a result may not be entered into the facilities management reporting database. Temporary failure of facilities management system.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than target

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

Output Measure:	**Number of Grounds Care Tasks Completed**
Short Definition:	Total number of grounds care tasks completed on the Capitol Grounds and at the Visitors Parking Garage.

Purpose/Importance:	This measure quantifies the agency's ability to ensure grounds care services are being provided.
Source/Collection:	This measure will quantify the number of services performed from a list of services to be maintained by both agency personnel and outside contractors.
Method of Calculation:	The measure will be calculated by summing the number services performed.
Data Limitations:	Failure of contractors to accurately track data.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than target

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

Efficiency Measure:	**Cost Per Acre of Grounds Care**
Short Definition:	Cost per acre for grounds care on the Capitol Grounds.
Purpose/Importance:	This measure quantifies the agency's ability to ensure grounds service is being efficiently rendered.
Source/Collection:	The source of costs will include agency direct salary and supply expenditures and contracts let by the agency for grounds care services.
Method of Calculation:	This measure will quantify the costs of performing grounds services and divide that by the number of maintainable acreage.
Data Limitations:	None

Calculation Type:	Non-cumulative
New Measure:	No
Target Attainment:	Lower than target

Efficiency Measure:	**Average Number of Days to Respond to a Service Request**
Short Definition:	Average number of days for response to housekeeping or maintenance requests in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, and on their grounds.
Purpose/Importance:	This measure quantifies the agency's ability to efficiently respond to service requests from building occupants and users.
Source/Collection:	The data will be derived from reports of the facilities management system controlled by the Facilities Management division of the agency.
Method of Calculation:	This measure will be calculated by summing the number of days for response to housekeeping or maintenance requests and dividing by the total number of requests.
Data Limitations:	None
Calculation Type:	Non-cumulative
New Measure:	No
Target Attainment:	Lower than target

Explanatory Measure:	**Percent of Facilities Contract Terms Met**
Short Definition:	Percentage of surveyed Facilities Division contract requirements performed per the terms of the contract.
Purpose/Importance:	This measure quantifies the agency's ability to effectively manage contracts.
Source/Collection:	Facilities contract managers will take a random sample of all Facilities Division contracts and review all contract terms within each contract for compliance with either a passing or failing grade. The data is derived from contract management worksheets prepared for each contract.
Method of Calculation:	The total number of reviewed contract terms met divided by the total number of contract terms reviewed.
Data Limitations:	None
Calculation Type:	Non-cumulative
New Measure:	Yes
Target Attainment:	Higher than target.

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

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

Output Measure:	**Number of School-Age Tours Conducted at the Visitors Center**
Short Definition:	Number of school-aged groups who take tours at the Capitol Visitors Center conducted by the Visitors Center staff.
Purpose/Importance:	This measure quantifies the agency's ability to reach Texas children who visit the capitol and educate them about the history and use of the buildings.
Source/Collection:	The data will be maintained by the Visitors Center staff using a computerized scheduling system.
Method of Calculation:	This measure will be calculated by summing the number of school-age tours conducted at the Visitors Center.
Data Limitations:	Temporary failure of scheduling system.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of Visitors to the Capitol Visitors Center**
Short Definition:	Number of visitors to the Capitol Visitors Center located in the 1857 GLO Building.
Purpose/Importance:	This measure quantifies the agency's ability to reach visitors to the Capitol and educate them on its historical significance and purpose.
Source/Collection:	This measure is derived from statistics maintained by the Visitors Center.
Method of Calculation:	This measure is derived by summing the number of visitors.
Data Limitations:	Staff error.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of Persons Participating in Capitol Tours**
Short Definition:	Number of persons who take tours conducted by the Tour Guides

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

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

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

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

Calculation Type: Cumulative

New Measure: Yes

Target Attainment: Higher than target

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

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

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

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

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

Data Limitations: Temporary failure of scheduling system.

Calculation Type: Cumulative

New Measure: Yes

Target Attainment: Higher than target

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

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

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

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

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

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

Data Limitations:	Computerized system failure.
Calculation Type:	Cumulative
New Measure:	Yes
Target Attainment:	Higher than target

Explanatory Measure:	**Number of Museum Programs Conducted**
Short Definition:	Total number of Museum programs and internal events conducted that are not facility rentals.
Purpose/Importance:	This measure quantifies the Museum's ability to offer expanded public programming to engage a broader, more diverse audience.
Source/Collection:	Program totals are tracked via the Museum's event calendar.
Method of Calculation:	Summed total of Museum programs.
Data Limitations:	None
Calculation Type:	Non-cumulative
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Number of visitors to the Museum**
Short Definition:	Total number of visitors to Museum.
Purpose/Importance:	This measure quantifies the Museum's ability to maintain projected levels of Museum visitation. Attendance drives earned income generated from ticket sales, food and store sales for Museum operations.
Source/Collection:	Museum ticket sales, education and group reservation records.
Method of Calculation:	Summed total of visitors by computerized system.
Data Limitations:	Intermittent computerized ticketing and registration system failure.
Calculation Type:	Non-cumulative
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Number of school student visits to the Museum**
Short Definition:	Total number of school students visiting the Museum.

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

Source/Collection: Museum school group reservation records.

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

Data Limitations: Intermittent computerized registration system failure.

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

Explanatory Measures: **Number of theater tickets sold**

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

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

Source/Collection: Museum ticketing system sales reports.

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

Data Limitations: Intermittent computerized ticketing system failure.

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

Explanatory Measures: **Number of Museum facility rentals**

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

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

Source/Collection: Facility rental contracts.

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

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

Explanatory Measures: **Revenue received from Museum operations**

Short Definition: Total revenue generated by Museum operations.

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

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

Method of Calculation: Revenue is defined as the direct gross income generated by all revenue collecting sources. For the Museum Store, revenue is calculated by taking total sales and subtracting the cost of goods associated with those sales.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

Explanatory Measures: **Revenue Received from Museum Membership**

Short Definition: Total revenue generated by the sale of Museum memberships.

Purpose/Importance: Revenue generated by the sale of Museum memberships helps fund the institution.

Source/Collection: Museum memberships revenue reports from computerized membership system.

Method of Calculation: Summed total of membership dues paid.

Data Limitations: Computerized membership system failure.

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

Explanatory Measures: **Number of Distance Learning Participants**

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

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

programming.

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

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

Data Limitations: Reporting errors/omissions by registered participants.

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

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

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

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

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

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

Data Limitations: Computerized registration system failure.

Calculation Type: Non-cumulative

New Measure: Yes

Target Attainment: Higher than target

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

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

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

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

Purpose/Importance: This measure quantifies the agency's ability to meet the needs of the people of Texas as

	they engage in the use of their state capitol.
Source/Collection:	This measure will be derived from schedules prepared by the Events Coordinator.
Method of Calculation:	The number of events, exhibits, and activities scheduled and managed will be summed.
Data Limitations:	None
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Percent Change in Revenues**
Short Definition:	Increase in income from revenue generating sources in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, and on their grounds expressed as a percentage increase from the corresponding fiscal year (1st or 2nd) in the prior biennium.
Purpose/Importance:	This measures quantifies the agency's ability to enhance proceeds from revenue sources which are used for educational purposes and the preservation of the buildings and their contents.
Source/Collection:	The measure will be derived from accounting records maintained by the agency. Revenue sources include the Capitol Gift Shops, Capitol Cafeteria, Capitol Visitors Parking Garage, Capitol Complex parking meters, press space rentals, event equipment rentals, and the ATM and cellular carrier space leases.
Method of Calculation:	This measure will be derived by totaling income (revenue - operating costs) received from all sources and dividing the difference between the current year total and the total for the corresponding fiscal year in the previous biennium by the total for the corresponding fiscal year in the previous biennium.
Data Limitations:	Accounting system failure. Staff error
Calculation Type:	Non-cumulative
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Revenue from Licensed Vendors in the Capitol**
Short Definition:	Total revenue realized by the agency from the licensed vendors who use special spaces within the Capitol and Extension.
Purpose/Importance:	This measure quantifies the agency's ability to meet the long-term needs of the cafeteria, the press area, the ATM location, cellular carrier lease space, and lecterns and chairs without the use of general revenues.
Source/Collection:	This measure is determined by the respective revenue journals in the Capitol Fund prepared by the agency's accounting staff.

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

Data Limitations: Accounting system failure. Staff error.

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

Explanatory Measures: Revenue from Parking Meters

Short Definition: Total revenue received from the meters.

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

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

Method of Calculation: This measure is derived from the revenue journal total.

Data Limitations: Accounting system failure. Staff error.

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

Explanatory Measures: Net Income from the Capitol Gift Shops

Short Definition: Net income from the Capitol Gift Shops.

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

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

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

Data Limitations: Accounting system failure. Staff error.

Calculation Type: Non-cumulative

New Measure: No

Target Attainment: Higher than target

Explanatory Measures:	**Net Income from Visitors Parking Garage**
Short Definition:	Net income from the Visitors Parking Garage.
Purpose/Importance:	This measure quantifies the agency's ability to generate revenue from the operation of the Visitor's Parking Garage and maintain its self-sufficiency.
Source/Collection:	The data will be derived from agency accounting records.
Method of Calculation:	Total revenue minus direct and administrative costs (Statement of Revenues and Expenses - Change in Net Assets).
Data Limitations:	Accounting system failure. Staff error.
Calculation Type:	Non-cumulative
New Measure:	No
Target Attainment:	Higher than target

APPENDIX E
WORKFORCE PLAN

I. OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

Agency Mission

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

Agency's Strategic Goals and Objectives

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

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

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

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

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

Objective: Include historically underutilized businesses in purchasing and public works contracts at the percentage of the total value of contracts and subcontracts awarded annually by the agency in each applicable procurement category:

Building Construction:	17.2%
Special Trade Construction:	18.1%
Professional Services:	18.3%
Other Services:	22.7%
Commodities:	15.4%

Agency's Core Functions

The agency's core functions are reflected through the work of its seven divisions: Facilities, Customer Services, Retail, Curatorial and Visitor Services, Finance, Administration, and the

Bullock Texas State History Museum. Each division of the agency is responsible for complex programs and special projects, services and ongoing functions. From highly skilled, experienced and well-trained Facilities maintenance specialists to Museum and Capitol Visitor Services staff and programs, and the revenue generating functions performed by Retail and Capitol Visitors Parking Garage staff, the agency targets, selects and assigns its workforce in such a manner that enables the State Preservation Board to fulfill its legislatively mandated mission and successfully meet its performance measures and targets.

Anticipated Changes to Agency Mission, Strategies and Goals (5 Years)
Through its historical vision to preserve, protect and manage the Texas Capitol and other significant buildings, the Texas Legislature has made clear its intent to preserve Texas history by planning well into the future. While the 80th and 81st Legislatures expanded the scope of the agency's preservation, maintenance, and restoration duties to include the Governor's Mansion and grounds, this duty fits within the framework of the existing mission, strategies and goals. Accordingly, the agency does not anticipate any significant changes to its mission, strategies and/or goals in the near future.

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

II. CURRENT WORKFORCE PROFILE

Workforce Demographics
As of May 1, 2014, the State Preservation Board had a total headcount of 205 employees. The tables on the following pages profile the agency's workforce, including both full-time and part-time classified regular employees *(does not include temporary or seasonal positions)*. The agency's workforce is nearly evenly divided among females and males, with 54% female and 46% male. 39% of the agency's staff is 50 years or older. Employee tenure with the agency breaks down as follows:

- 56.6% of the workforce has 5 years or less tenure with the agency;
- 22.9% has 6 - 10 years of experience; and
- 20.5% of employees have 11 or more years of service with the agency and broad institutional knowledge.

To prevent a disparity in knowledge and experience levels, succession planning strategies have been put into place to facilitate the transfer of institutional business knowledge and professional expertise.

Workforce Breakdown

Gender

	Number of Employees	Percent of Employees
Male	94	46%
Female	111	54%

Source: Uniform Statewide Payroll System

Age

	Number of Employees	Percent of Employees
20 - 29 years	40	19.5%
30 - 39 years	37	18.1%
40 - 49 years	48	23.4%
50 - 59 years	49	23.9%
60 + years	31	15.1%

Source: Uniform Statewide Payroll System

Agency Tenure

	Number of Employees	Percent of Employees
Less than 2 years	68	33.2%
2 - 5 years	48	23.4%
6 - 10 years	47	22.9%
11 - 15 years	26	12.7%
16 years +	16	7.8%

Source: Uniform Statewide Payroll System

Employee Ethnicity by EEO Job Category

		Minority Workforce Percentages		
Job Category	Total Positions	African American	Hispanic	Female
Officials/Administration	32	6.3%	12.5%	59.4%
Professional	17	5.9%	17.6%	82.4%
Technical	14	7.1%	7.1%	14.3%
Administrative Support	89	8.9%	15.6%	63.3%
Service/Maintenance	15	13.3%	66.7%	60%
Skilled Craft	25	8%	16%	8%
Paraprofessionals	10	0%	0%	80%
Protective Service	2	0%	0%	0%

Source: Uniform Statewide Payroll System

Employee Turnover

With the exception of FY 2012, the agency's turnover rate continues to be higher than the statewide average. In FY 2013, 67% of the agency's turnover was in the low-paying Clerk and Administrative Assistant positions. These positions are predominately represented in the Capitol and Museum Visitor Services departments and in the agency's retail operations.

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

Overall Turnover

Fiscal Year	SPB	Statewide
2013	24.2%	17.6%
2012	17.1%	17.3%
2011	22.9%	16.8%
2010	16.6%	14.6%
2009	20.1%	14.4%

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

Turnover by Classification Job Series, FY 2013

Classification Job Series	Total Terminations
Accountant	1
Administrative Assistant	11
Clerk	22
Custodian	5
Graphic Designer	1
Groundskeeper	1
Information Specialist	2
Maintenance Specialist	1
Program Supervisor	3
Project Manager	1
Web Administrator	1

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

Consistent with the majority of the agency's turnover coming from entry level positions, in FY 2013 51% of the terminated employees left the agency with less than two years of service as indicated by the "Turnover by Length of Service" table shown on the next page. A high turnover rate for less-tenured staff has been an ongoing challenge for the agency.

Turnover by Length of Service with SPB

FY	Total Terminations	Less than 2 Years	2 - 4 Years	5 - 9 Years	10 - 14 Years	15 - 19 Years	20 - 24 Years
2013	49	26	9	10	3	1	0
2012	35	14	14	2	3	2	0
2011	46	18	18	5	4	1	0
2010	34	17	10	3	4	0	0
2009	43	28	10	4	1	0	0

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

Retirement Eligibility

During this workforce planning cycle (FY 2015 - FY 2019), forty-six employees, or 22.4% percent of the agency's workforce will have achieved retirement eligibility under the "Rule of 80". This includes six employees who are return-to-work retirees. Seven of these retirement eligible employees or return-to-work retirees occupy key management positions within the agency. The loss of employees due to retirement is, and will continue to be, a critical issue facing the agency. The loss of institutional business knowledge and expertise in key management and senior-level positions, coupled with normal attrition, poses a critical workforce dilemma for the agency. It is important to ensure that this technical knowledge and organizational experience is not lost. The following chart examines the potential loss of employees due to retirements.

Retirement Eligibility (Rule of 80 or Return to Work Retiree)

Fiscal Year	# of Staff Eligible to Retire	Percent of Total Agency Employees
2015	18	8.8%
2016	5	2.4%
2017	6	2.9%
2018	7	3.4%
2019	10	4.9%
Total Possible Retirements	46	22.4%

Source: Uniform Statewide Payroll System

Critical Workforce Skills

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

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

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

III. FUTURE WORKFORCE PROFILE

Expected Workforce Changes
The SPB does not currently anticipate changes to the agency's critical functions needed to achieve the goals of the FY 2015 - FY 2019 Strategic Plan. However, as new technology is applied to agency processes, certain job functions may be performed differently, requiring greater computer proficiency.

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

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

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

IV. STRATEGY DEVELOPMENT/WORKFORCE SOLUTIONS

Recruit and Retain the Right Employees for the Job

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

Action Steps (ongoing)

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

Implement a Succession Plan for all Agency Departments

The agency has developed a succession planning template for use by agency departments to prepare for both anticipated and unanticipated departures of key staff. Agency departments are responsible for identifying positions critical to their operations and establishing a comprehensive strategy for preparing new staff to assume these responsibilities. A well-developed succession plan at the department level will reposition the SPB to address future staffing needs from current resources and ensure continuity of leadership. As part of the succession plan, the agency continues to ensure that key duties and procedures are formally documented and regularly updated in writing. Continually documenting current practices allows the agency to record valuable knowledge and expertise before staff leave, providing an effective tool to train new staff.

Action Steps (ongoing at the department level)

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

APPENDIX F

SURVEY OF ORGANIZATIONAL EXCELLENCE

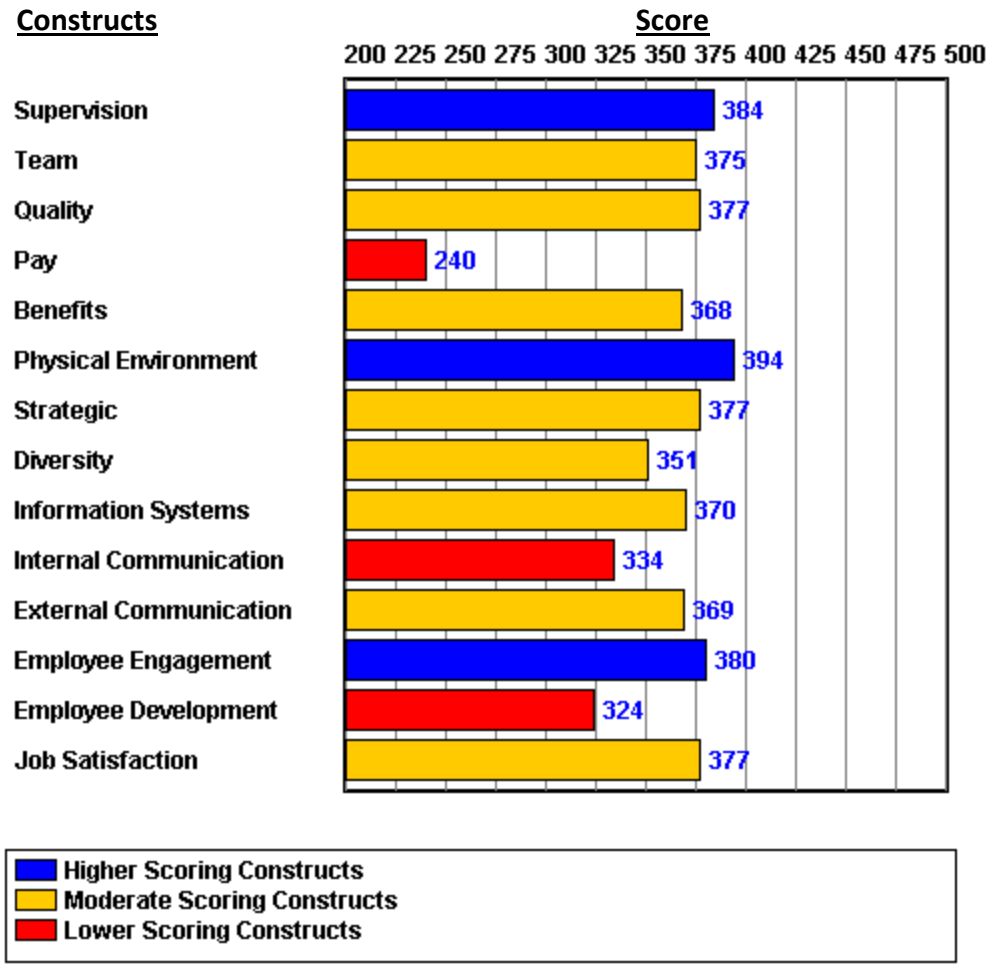
State Preservation Board last participated in the biennial Survey of Employee Engagement (SEE) conducted by the School of Social Work at The University of Texas at Austin in the Fall 2010. Use of this survey follows an important trend in the business world to implement a method to determine how employees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

The SEE has 14 Constructs which capture the concepts most used by leadership and those which drive organizational performance and engagement. These constructs are: Supervision; Team; Quality; Pay; Benefits; Physical Environment; Strategic; Diversity; Information Systems; Internal Communication; External Communication; Employee Engagement; Employee Development, and Job Satisfaction. Climate indicators were also evaluated and included: Atmosphere; Ethics; Fairness; Feedback; and Management.

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

2010 Survey Analysis

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


Constructs
Score
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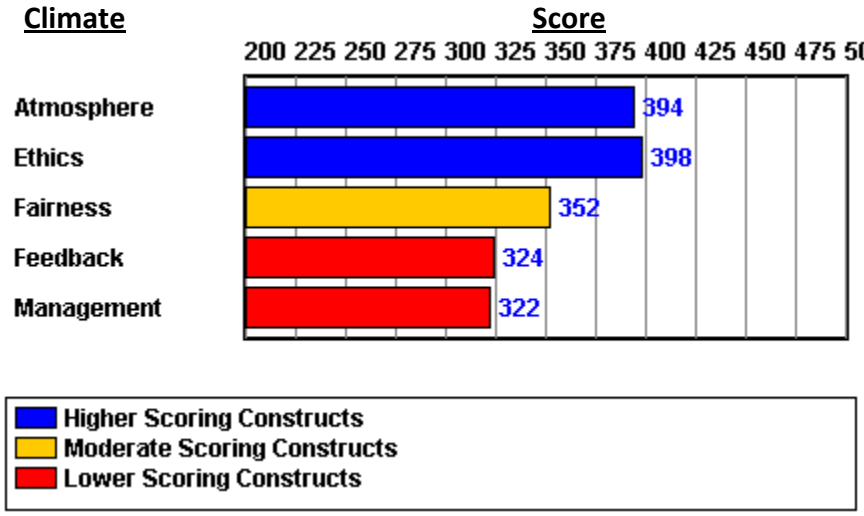
Supervision 384
Team 375
Quality 377
Pay 240
Benefits 368
Physical Environment 394
Strategic 377
Diversity 351
Information Systems 370
Internal Communication 334
External Communication 369
Employee Engagement 380
Employee Development 324
Job Satisfaction 377
Higher Scoring Constructs
Moderate Scoring Constructs
Lower Scoring Constructs


Climate
Score
200 225 250 275 300 325 350 375 400 425 450 475 500
Atmosphere 394
Ethics 398
Fairness 352
Feedback 324
Management 322
Higher Scoring Constructs
Moderate Scoring Constructs
Lower Scoring Constructs

Areas of Substantial Strength (rated favorably by staff):

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

Areas of Agency Concern (rated unfavorably by staff):

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

Action Plan

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