



STATE PRESERVATION BOARD
STRATEGIC PLAN
FY 2021-2025

THE HONORABLE Greg Abbott
THE HONORABLE Dan Patrick
THE HONORABLE Dennis Bonnen
THE HONORABLE Bryan Hughes
THE HONORABLE Charlie Geren
Alethea Swann Bugg

June 1, 2020



AGENCY STRATEGIC PLAN

Fiscal Years 2021 - 2025

by

THE STATE PRESERVATION BOARD

<u>Board Member</u>	<u>Dates of Term</u>	<u>Hometown/Residence</u>
The Honorable Greg Abbott Governor, State of Texas Chairman	01/15 -	Austin
The Honorable Dan Patrick Lt. Governor, State of Texas Co-Vice Chairman	01/15 -	Houston
The Honorable Dennis Bonnen Speaker, House of Representatives Co-Vice Chairman	01/19 -	Lake Jackson
The Honorable Bryan Hughes Texas State Senator	01/19 - 1/21	Mineola
The Honorable Charlie Geren Texas State Representative	01/20 -	River Oaks
Alethea Swann Bugg Citizen Member	03/18 - 02/21	San Antonio

June 1, 2020

Signed: 

Roderick Welsh
Executive Director

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AGENCY MISSION

The State Preservation Board preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building, other designated buildings, their contents and their grounds; preserves and maintains the Texas Governor's Mansion; and operates the Bullock Texas State History Museum and the Texas State Cemetery. The State Preservation Board provides educational programs related to Texas history, government and culture to benefit the citizens of Texas and visitors to the state.

AGENCY GOALS AND ACTION PLANS

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

ACTION ITEMS:

1. **Maintain a Facilities Renewal Projects Plan:** Maintain a five, ten, and twenty year plan for facility renewal projects that demonstrate the needs of all of the State Preservation Board managed and operated facilities. Examples of facility renewal projects to be continued and completed during this planning cycle include final phase of modernization and upgrades to the Capitol and Capitol Extension elevators; final phase completion of upgrading/replacing Capitol and Capitol Extension HVAC systems and automation (Capitol Extension); continued replacement of the Capitol Extension carpet, phases 5, 6, and 7; replacement of the Capitol and Capitol Extension electrical transformer and electrical panel upgrades post legislative session 2021; water infiltration remediation of the House of Representatives and Senate Chamber ceilings requiring complete roof replacement of the Capitol; Capitol ground floor and Capitol Extension roof joint sealing and expansion joint replacement; replacement of the fire system sprinkler pipes in the Capitol; and Capitol Visitor Center façade, roof, and window repairs. Systematically complete these projects to maintain a facility renewal schedule that will provide long term operation, maintenance and preservation while minimizing unknown repair costs and down time of agency facilities. *Target completion date: August 31, 2025.*
2. **Increase Facilities Staff Skill Level:** Through continuing education and cross training, enhance the skill level and knowledge base of facilities staff to facilitate implementation of the renewal plan and projects. *Target completion date: August 31, 2025.*
3. **Prepare for Capitol Mall Opening:** Prepare for oversight of the Capitol Mall Project upon completion of construction, including determining necessary funding, staffing, and training. *Target completion date: December 31, 2022.*

HOW OUR FACILITIES MAINTENANCE PROGRAM SUPPORTS THE STATEWIDE OBJECTIVES:

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

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

The agency facilities group is constantly measured and evaluated for opportunities to become more efficient and streamlined to provide quicker, efficient, and higher quality service to all customers while maintaining an extremely unique set of facilities. All of the planned projects within the renewal plan directly extend the occupational as well as operation life of the historic Capitol, Capitol Extension, and Capitol grounds, as well as all other facilities under the Preservation Board's purview.

Customer service is the core goal of all facilities departments and the need to constantly improve is key to maintaining a noticeable level of success. Training, communication, and a solid knowledge-base of all systems provides the ability to constantly improve and adapt. Maintaining a clear, timely and accurate response rate to the building occupants and visitors is essential for a successful facilities group. Implementing a 24 hour/7 day a week call center as well as electronic work order systems allow for this to be accomplished efficiently and accurately.

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

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

Budgeting and post COVID-19 considerations will have to be made during the next three years due to the budgeting timelines of the State of Texas. A full adjustment of the renewal schedule will be completed prior to the next Legislative Session to accommodate for these constraints, along with timing of all new activities and projects.

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

ACTION ITEMS:

1. **Maintain Historic Spaces:** Continue to maintain the historic spaces in the Capitol including the renovation of the Supreme and Appeals Courtrooms. *Target completion date: December 31, 2024.*
2. **Maintain Collections:** Continue to maintain artifact collections, agency properties and their histories and provide information about them in a variety of formats including social media. *Target completion date: Ongoing*
3. **Implement New Collections Software:** Implement new collections software to better manage artifact collections, including data export via the agency website. *Target completion date: August 31, 2025.*
4. **Create Artifact Restoration Shop:** Create and staff an in-house restoration shop to address repairs and restorations of the Capitol artifact collection. Because there are few vendors available for this type of work, the agency will create a restoration shop in-house to efficiently address these vital projects. *Target completion date: December 31, 2022.*

HOW OUR CURATORIAL PROGRAM SUPPORTS THE STATEWIDE OBJECTIVES:

The agency's curatorial department supports the fundamental agency mission of education and preservation. All staff work to exceed performance expectations. Although all curatorial staff members work with the visitor in mind, there is also a focus on Capitol occupants. Customer service includes the need to communicate well and fully with building occupant staff at all times. Curatorial staff are some of the most visible agency staff in the Capitol because they are often in the building working on projects the visiting public can easily view or assisting with interpretation in some way.

Restorations and routine repairs to artifact collection items are undertaken before the problem becomes acute and thus more expensive. Because the collection is in use in the Capitol, it is important to keep the majority of it in working condition. Although the Capitol renewal fund allows the agency to maintain the Capitol, some of the care, maintenance and interpretation of the buildings and collections are funded by the agency enterprise operations, maximizing the use of the agency's earned income and minimizing the use of appropriated funds.

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

ACTION ITEMS:

1. **Master Plan Completion:** Complete the majority of construction items within the Texas State Cemetery Master Plan, laying out the direction for all facility improvement projects, burial plot layouts, and future interments for the next thirty years. The Master Plan is a dynamic blueprint that will allow for adjustments that reflect the needs of the Texas State Cemetery and the citizens of the State of Texas. *Target completion date: August 31, 2021.*
2. **Monument Conservation:** Continue to institute a monument conservation program as determined by the Texas State Cemetery Master Plan, identifying and maintaining a proper maintenance and preservation schedule for all of the bronze, marble, and other statuary and monuments and grave markers at the Texas State Cemetery. *Target completion date: Ongoing*
3. **Cemetery Website Upgrades:** Begin procurement and design as necessary to launch a new website for the Texas State Cemetery that incorporates a searchable database of interments, obituaries, and other useful information about the cemetery. *Target completion date: August 31, 2022.*
4. **Visitor Experience Improvements:** Enhance the visitor experience by continuing to offer guided tours of the Texas State Cemetery seven days a week, including specialty tours and age-specific tours; re-imagine the existing Texas State Cemetery facilities into multi-purpose areas available to the public; revise and improve site signage; develop new printed visitor materials; and implementation of a new exhibition in the Texas State Cemetery Gallery utilizing the artifact collection to tell an accurate and realistic story of the final resting place of legendary Texans. *Target completion date: August 31, 2025.*

HOW OUR TEXAS STATE CEMETERY OPERATION SUPPORTS THE STATEWIDE OBJECTIVES:

The implementation of the new Master Plan focusing on long term planning in all aspects of the Texas State Cemetery management will provide a cost effective level of maintenance, repair and preservation that provides lasting results for the State of Texas. All Texas State Cemetery operations are based on providing the appropriate level of care to the facilities and grounds and services to the visiting public. The implementation of modern web technology will result in time savings when performing updates and adding web content.

All Texas State Cemetery operations are constantly reviewed and adjusted to adhere to all performance measures and expectations of the State of Texas. Agency Visitor Services staff at the Cemetery are trained to provide excellent customer service at all times. This seasoned staff gives scheduled group tours, greets visitors, and assists funeral service attendees.

The goal of providing a final resting place for notable Texans and services to the visiting public, whether it be in person or through the website, are clearly visible and highlight the important nature of the Texas State Cemetery.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

Implementation of the Cemetery Master Plan will assist in meeting future needs and challenges to ensure that the facility continues to be one of the most exceptional historic cemeteries in the nation.

AGENCY OPERATIONAL GOAL: *Through the operation of the Capitol Square Visitor Services department of the agency, offer engaging general information, specialty and seasonal tours to Capitol, Capitol Visitors Center, Governor's Mansion and State Cemetery guests that place these important historic properties into an educational and relevant context.*

ACTION ITEMS:

1. **Historic Site Tours:** Continue to adapt information and delivery methods as necessary to provide building specific interpretation and tours, as well as specialty and seasonal tours, at the Capitol, Capitol Visitors Center, Governor's Mansion and State Cemetery. *Target completion date: Ongoing*
2. **Interpretation:** In consideration of both physical and virtual visitors, complete the planning phase of the renovation of both the 1857 Capitol Visitors Center (both historic structure and exhibitions to include STEAM {Science, Technology, Engineering, the Arts and Mathematics} learning opportunities) and the Capitol Visitors Center's web site. *Target completion date: August 31, 2025.*
3. **Ongoing Facilities Support:** Provide vital personnel support services during the carpet replacement projects, any Capitol renovation project that requires occupant movement, and other agency initiatives as needed. *Target completion date: Ongoing*

HOW OUR CAPITOL SQUARE VISITOR SERVICES PROGRAM SUPPORTS THE STATEWIDE OBJECTIVES:

Tours and admission to the Capitol, Capitol Visitors Center, Governor's Mansion and State Cemetery will remain free to the visiting public. Staff at these locations provide not only interpretive programming but also serve as an information resource for visitors needing assistance to connect with their legislator or state agencies. Staff efficiency is enhanced by cross training for all properties to ensure that core functions can be undertaken with a limited staff.

Every day the Capitol Square Visitors Services division supports the fundamental agency mission of education. All staff work to exceed performance expectations. Review and evaluation of tours is ongoing and thorough. Staff members make use of analytics to measure engagements with digital exhibits and programming as well as social media outreach. All Capitol Square Visitor Services staff work to put visitors first. Staff is trained to work with the public and provide an exceptional customer service experience at all times. If a problem occurs, staff members work to correct it and share their experiences with colleagues. The department provides feedback opportunities for visitors to share their experiences utilizing on site and online survey opportunities. Responses are used to improve customer service.

The Capitol Visitors Center building renovation would be the first in nearly twenty-five years and is needed to maintain the safety of visitors and artifacts. Donated funds will be used to address the building's exhibit and program changes. The systematic renovation of the historic Capitol Visitors Center will ensure its long term preservation and viability. The updated exhibits and programming will be especially helpful for the many schoolchildren and families who visit each year.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

The biggest challenge to be faced by Capitol Square Visitor Services is to accurately estimate when the visiting public will return to the Capitol, Capitol Visitors Center, Governor's Mansion and State Cemetery after the global pandemic. Visitor traffic, along with agency renovation projects like the replacement of the Extension office carpet, dictates staffing levels.

Agency Operational Goal: *Through operation of the Bullock Texas State History Museum, continue to offer exceptional and relevant educational programming through events, films, dynamic interactive exhibitions, and a Museum-specific website to illuminate Texas history for the benefit of all. Since opening in 2001, the Museum has served over 9.3 million visitors and has reached over 9 million users via its website since it was launched in 2014.*

ACTION ITEMS:

1. **Stabilize Financially:** After the Museum's 2020 COVID-19 emergency closure resulting in a projected loss of \$1.4 million in revenue, stabilize the Museum operation by assessing the response to COVID-19, reviewing overall financial strategy, programming, and marketing to create a feasible, pro-active plan with a Museum "Rapid Response Team" to address Museum and community needs in the event of a future health crisis. *Target completion date: September 1, 2023.*
2. **Reduce the Negative Impact of State Construction Projects on Museum Attendance:** Plan, implement, and promote the Museum's offerings through FY 2023 while state construction projects impact physical access to the Museum. The State's North Capitol Mall construction project has resulted in a 7% revenue loss since early 2018 compared to the prior three year average, and a 12% loss in on-site attendance. *Target completion date: August 31, 2023.*
3. **Museum Strategy and Sustainability Planning:** Complete the Museum's Strategy and Sustainability planning process resulting in a road map for the Museum's mission-focused success through its 25th anniversary in 2026, and complete the current staff leadership training initiative resulting in a comprehensive on-boarding and retention plan for Museum employees. This plan will also be used for the Museum's re-accreditation process with the American Alliance of Museums, due in 2023, as well as the agency's Texas Sunset Commission review process. *Target completion date: November 1, 2020.*

HOW THE OPERATION OF THE BULLOCK TEXAS STATE HISTORY MUSEUM SUPPORTS THE STATEWIDE OBJECTIVES:

The Museum plans and implements mission-centric programs, providing excellent stewardship of resources, and exceptional visitor experiences that highlight the history of the state. Museum admission and fees will stay within reasonable limits to represent the value of the experience provided to visitors. Free gallery admission days, teacher organized field trip visits and enrichment opportunities underwritten by private or corporate sponsors will support opportunities for Texans at all economic levels to have access to the Museum's resources. Earned revenue streams and fundraising from private sources have historically represented more than 85% of the Museum's annual

operating budget. State sponsored general revenue and project-specific appropriations provide limited support for the Museum's programming.

Museum administration and operations remain mission-based. A qualified and professional staff ensures there is no redundancy or waste to maximize benefit to taxpayers. The Museum works with private foundations to identify additional funding resources to support the operations of the museum at a level consistent with representing the State of Texas to over 480,000 visitors a year from across the world, since the majority of the Museum's budget is not funded through state appropriated funding. The Bullock Museum remains the state's premiere museum for all things Texas. Short and long-term planning processes and in-house task groups reduce dependency on external expertise that require additional expense.

The core function of the Museum is to share the story of Texas with the widest possible audience through educational programming. To ensure a high-quality, relevant experience, the Museum maintains a professional staff of educators, curators, designers, web developers, and communications team, as well as highly trained support staff to accomplish that mission at a level worthy of the State of Texas. Program data is continually evaluated to ensure exhibitions, films, and programs reflect best practice in the Museum field. The Museum will regularly survey constituents and review data collection to better understand Texans' perception and use of the Museum's performance.

The Museum's mission is reflected in its staff who have a high success rate of providing excellent customer service, based on visitor surveys. Staff consistently represent the hospitality of the State as well as its history. While these efforts are reflected in the work of all staff members, it is particularly represented by those working in the Visitor Services area, who meet and welcome each guest to the Museum personally; that encounter sets the tone for the rest of the guest experience. The Museum's website, and unique, ever-growing Texas Story Project at TheStoryofTexas.com, allow all Texans and visitors to engage with the Bullock Museum, regardless of their location in the world. In addition, the Museum has made its brochures, maps, and exhibition text bilingual in English and Spanish to serve a larger Texas-based audience.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

The Museum's most significant challenge continues to be a lack of sustained and endowed funding to support programming, staff salaries and benefits, and maintenance of the facility. Additional funding is required as the expected economic downturn due to COVID-19 currently prevents an end of fiscal year balanced budget. Due to closure and lack of endowment, earned revenue and private fundraising goals will not be achieved. In addition, the extended time line for construction directly across the street from the Museum at 1801 Congress on the new state office building is resulting in a

conservatively estimated decrease of annual admission revenue to the Museum of approximately 7.2% per year. To continue offering the expected high caliber of programming that serves Texans of all ages, that deficit gap must be bridged in each fiscal year's budget through the end of the Capitol Complex Master Plan Phase 1 & 2 construction in 2025.

Agency Operational Goal: *Through the Capitol Gift Shops, Bullock Texas State History Gift Shop, and the online retail stores, provide revenue to fund the agency's preservation mandate and educational programs.*

ACTION ITEMS:

1. **Complete Store Renovations:** Complete renovation of the Bullock Texas State History Museum (TSHM) gift shop in 2022 and Capitol Visitors Center (CVC) store in 2024. The redesign and enhancement of the space, fixture layouts and traffic flows within the stores will provide increased revenue and a better overall customer experience. Exponential growth of revenue has been achieved since the remodel and launch of the new Capitol Extension store in January 2017. Additional revenue and improved return on investment is expected from the redesign of the TSHM store and the CVC as well. The return on investment of the Capitol Extension store was realized in approximately one year. *Target completion date: December 31, 2024.*
2. **Focus on Ecommerce:** Continue to drive additional revenue growth of the Ecommerce business within the agency. The agency maintains separate websites for the Capitol Gift shops, the TSHM and the Texas Service Awards. Each of these sites underwent a complete redesign in April 2017, improving both the look and functionality of the sites as well as enhancing the customer shopping experience. This business continues to be supported with marketing campaigns through targeted email marketing lists as well as direct mailers. An additional FTE was recently added to the retail team to focus on photographing and editing product images and descriptions to ensure quicker turnaround times for products to be featured on the web site which leads to more revenue generation. *Target completion date: Ongoing*
3. **Product Development:** Increase emphasis on product development/proprietary merchandise for both the Capitol Gift Shops as well as the TSHM store. Based on outstanding sales performance of new collectible ornaments, executive gifts and home decor items in both 2016 and 2017, the retail division will continue to grow and expand this portion of the business. *Target completion date: Ongoing*
4. **Develop Additional Business Accounts for Employee Awards Programs:** Increase emphasis on developing additional business accounts for the Texas Awards Program. The goal is to further develop this program through greater outreach to "sister" government agencies. Over the past year, several new accounts have been added that

have increased this business. Additionally, product lines have been expanded to offer greater selection to state employees who are being recognized by their respective agencies for years of service. *Target completion date: Ongoing*

HOW OUR RETAIL OPERATION SUPPORTS THE STATEWIDE OBJECTIVES:

The retail division is a self-sustaining enterprise operation for the agency with 100% of net revenues supporting the care and preservation of the historic buildings, education initiatives and operations of the Bullock Texas State History Museum.

The retail division looks to continuously streamline and improve overall operational efficiency. Plans are currently underway for a technical integration with a company that will allow the stores to fully automate the calculation of reward points offered through our Employee Reward Program (ERP). Currently, points for the various educators are not able to be calculated efficiently at the store level. This program would allow points to be calculated automatically through the point of sale system while educators and their school groups are within the store, thus mitigating delays and potential wait times within the stores for both teachers and students. It will also allow all team members within the stores to have automated access to the point program which at this time is currently available only through the store manager or through a team lead store member.

Products offered within the stores and online are consistently evaluated to provide an assortment of Texas themed products which offer both value and quality. Categories of merchandise are tracked and analyzed based on sales revenue and gross margin contribution.

The agency retail team prides itself on the effectiveness of its customer service efforts whether through customer interaction directly in the stores or through the websites. Customers are always responded to in a personal and professional manner with an emphasis on timely execution of specific requests. The retail and online stores exist to serve all Texans to provide a customer service oriented environment which provides quality Texas related products.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

The Retail division is currently reviewing staffing needs to better serve its customers both in the stores and online. A goal in the next four years is the addition of one FTE who would be tasked with focusing on product development and in-store displays. Historically, the retail team, due to time constraints has only traveled into the market to procure merchandise one time per year. By having an FTE devoted to shopping the market on a more frequent basis, new vendors and more advantageous costs could be

obtained. Additionally, the SPB in total, as well as the Retail team needs to review hourly wages for part time team members. The Austin market continues to be highly competitive when it comes to hourly wages. A thorough review of PT wages should be conducted to mitigate turnover due to the agency not being competitive within the overall marketplace.

In addition, due to legislation currently in place, the Retail division is not able to obtain products for resale made by the Texas Department of Criminal Justice (TDCJ). This department within the state currently manufactures an assortment of high quality products that could be procured at very advantageous pricing for resale at the agency's retail sites. The TDCJ has expressed a strong desire to work directly with the SPB to develop specific Texas related products, but due to the legislation currently in place we are not able to work with TDCJ.

AGENCY OPERATIONAL GOAL: Maximize the quality and effectiveness of agency support services (Finance, Human Resources, Procurement, Information Technology).

ACTION ITEMS:

1. ***Produce Necessary CAPPs Financials Reports:*** Improve the agency's support function in the Finance Division to provide internal and external users and stakeholders with relevant and detailed information necessary for effective management, budgeting and reporting. Contract with external software developers to design CAPPs Financials reports and fully implement new reporting processes necessary for agency management, budgeting and reporting. *Target completion date: October 2020.*
2. ***Improve Efficiency of Payroll and Human Resources by Using New Tools:*** Fully migrate to CAPPs for Human Resources/Payroll functions. *Target completion date: August 2021, contingent on the State Comptroller's Office scheduling for state agencies.*
3. ***Empower the Workforce:*** Use the results of the FY 2020 Survey of Employee Engagement to promote an environment of employee productivity and quality customer service. Develop and implement agency-wide internal communication strategies to promote the timely and effective flow of information up, down, and across the agency. *Target completion date: August 2021.*
4. ***Streamline Essential Personnel Telework Plan:*** The Information Technology department will implement a streamlined "essential personnel" telework plan that compliments and integrates into the agency COOP plan. The essential personnel plan

will focus on readying essential personnel to telework on short notice and is distinct from our existing "standard" telework plan. *Target completion date: October 2020.*

HOW OUR WORK TO MAXIMIZE THE QUALITY AND EFFECTIVENESS OF AGENCY SUPPORT SERVICES SUPPORTS THE STATEWIDE OBJECTIVES:

Custom CAPPs Financial Reports will provide improved financial information with adequate detail necessary for effective management, budgeting and reporting, resulting in more efficient use of agency resources while providing information for the public that can easily be understood.

The transition of agency payroll and human resources data to CAPPs Human Resources/Payroll will reduce excessive data entry and duplication of effort while reducing the potential for human error. Adoption of the CAPPs HR/Payroll system will provide employee self-service for many functions that currently require assistance from department staff. CAPPs HR/Payroll implementation will put the agency on the same statewide system used by other State of Texas government agencies, providing uniformity in processes across state government.

The agency continually works to cultivate a culture of engaged, informed, and highly competent employees. Providing the agency workforce with the information and tools necessary to efficiently perform their jobs to the best of their abilities builds an environment of employee productivity and quality customer service.

A streamlined essential personnel telework plan integrated into the agency COOP plan will allow the agency to more quickly respond to emergency situations by allowing the agency to always fulfill our core functions and with the same level of excellent customer service, even in times of crisis.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

The agency has not been added to the Texas Comptroller of Public Account's CAPPs HR/Payroll implementation schedule as of this date.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation	Why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Govt. Code 497.010	The statute prohibits the State Preservation Board from working with the Texas Department of Criminal Justice (TDCJ) to produce products for resale.	Requires legislation. Add an exception to the Govt. Code to allow for the resale of prison-produced products in the State Preservation Board retail operations.	Selling TDCJ products will generate additional revenue for both the SPB and TDCJ.
Govt. Code 443.0101 (Capitol Fund) Govt. Code 443.0103 (Capitol Renewal Trust Fund) Govt. Code 443.0295 (Governor's Mansion Renewal Trust Fund) Govt. Code 445.012 (Museum Fund) Govt. Code 2165.2565 (State Cemetery Preservation Trust Fund)	The Capitol Renewal Trust Fund, Cemetery Fund, and Mansion Renewal Trust Fund are in the State Treasury earning depository interest. The Capitol Fund and Museum Trust Fund are at Treasury Safekeeping. This results in a lower rate of return.	Requires legislation. Funds could be deposited in TexPool or a separate pool for SPB funds could be created in Treasury Safekeeping to increase the rate of return on investment.	A higher rate of return will generate additional interest income.
Govt. Code 2101.0115	The required annual report of non-financial information contains duplicative information available in other reports or from other sources.	Since the required information is available in other reports or from other sources, the report required in Govt. Code 2101.0115 could be eliminated.	Eliminating this report will save staff time and reduce duplicate reporting of data.

SUPPLEMENTAL SCHEDULE A BUDGET STRUCTURE

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

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

Outcome Measures:

Percent of Maintenance Tasks Completed Correctly

Percent of Housekeeping Tasks Completed Correctly

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

Percent of Historical Items Maintained in Usable Condition

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

Output Measure:

Number of Repairs and Restorations of Historical Items Completed

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

Output Measures:

Number of Responses for Maintenance Services

Number of Responses for Housekeeping Services

Number of Preventive Maintenance Tasks Completed

Efficiency Measures:

Cost Per Building Square Foot of Custodial Care

Cost Per Acre of Grounds Care

Average Number of Hours to Respond to a Service Request

Explanatory Measure:

Percent of Facilities Contract Terms Met

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

Output Measure:

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

Efficiency Measure:

Cost Per Acre of Cemetery Grounds Care

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

A.2.1. Strategy: Manage an educational program focusing on Texas history and the historical buildings, their contents, and their grounds.

Output Measures:

Number of School-Age Tours Conducted at the Visitors Center

Number of Visitors to the Capitol Visitors Center

Number of Persons Participating in Capitol Tours

Number of School-Age Tours Conducted at the Capitol

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

Output Measure:

Number of users of the Museum's Statewide Education Outreach Initiative website.

Explanatory Measures:

Number of visitors to the Museum

Number of school student visits to the Museum

Revenue received from Museum operations

Number of Distance Learning Participants

Number of Museum Programs Conducted

Number of schools using the Museum's educational programs

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

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

Output Measures:

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

Explanatory Measures:

Percent Change in Revenues

Revenue from Licensed Vendors in the Capitol

Net Income from the Capitol Gift Shops

Income Received from Parking Operations

B. GOAL: Indirect Administration

B.1 OBJECTIVE: Indirect Administration

B.1.1 Strategy: Indirect Administration

SUPPLEMENTAL SCHEDULE B

LIST OF MEASURE DEFINITIONS

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

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

Outcome Measure: **Percent of Maintenance Tasks Completed Correctly**

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

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

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

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

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

Calculation Type: Non-cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: Yes

Priority: High

Target Attainment: Higher than target

Outcome Measure: **Percent of Housekeeping Tasks Completed Correctly**

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

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

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

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

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

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: Yes

Priority: High

Target Attainment: Higher than target

Outcome Measure: Percent of Historical Items Maintained in Usable Condition

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

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

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

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

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

Calculation Type: Non-cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: Yes

Priority: Medium

Target Attainment: Higher than target

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

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

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

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

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

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

Calculation Type: Non-cumulative.

Key Measure: No

New Measure: No

Percentage Measure: Yes

Target Attainment: Higher than target.

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

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

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

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

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

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

Data Limitations: None

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

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

Efficiency Measures: Cost Per Building Square Foot of Custodial Care

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

Key Measure: Yes

New Measure: No

Percentage Measure: No

Priority: High

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

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Lower than target

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

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

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

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

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

Data Limitations: None

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Lower than target

Explanatory Measure: Percent of Facilities Contract Terms Met

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

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

<i>Source/Collection:</i>	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.
<i>Method of Calculation:</i>	The total number of reviewed contract terms met divided by the total number of contract terms reviewed.
<i>Data Limitations:</i>	None
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	Yes
<i>Priority:</i>	High
<i>Target Attainment:</i>	Higher than target.

Output Measure: Number of Responses for Maintenance Services

<i>Short Definition:</i>	Total number of service request work orders in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, Bullock Texas State History Museum, Governor's Mansion, Texas State Cemetery and on their grounds.
<i>Purpose/Importance:</i>	This measure quantifies the amount of maintenance work being performed by the agency as a result of requests from building occupants and users.
<i>Source/Collection:</i>	This measure will be derived from reports of the facilities management system controlled by the Facilities Management division of the agency.
<i>Method of Calculation:</i>	The measure will be calculated by totaling the number of service request work orders.
<i>Data Limitations:</i>	Temporary failure of facilities management system.
<i>Calculation Type:</i>	Cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	Medium
<i>Target Attainment:</i>	Higher than target

Output Measure: Number of Responses for Housekeeping Services

<i>Short Definition:</i>	Total number of service request work orders for housekeeping services in the Capitol,
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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: Temporary failure of facilities management system.

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Output Measure: Number of 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 Bullock Texas State History Museum, the Governor's Mansion, Texas State Cemetery 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

Key Measure: Yes

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

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

Efficiency Measure: Cost Per Acre of Cemetery Grounds Care

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

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

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

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

Data Limitations: None

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Lower than target

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

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

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

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

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

Data Limitations: Temporary failure of scheduling system.

Calculation Type: Cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: No

Priority: Medium
Target Attainment: Higher than target

A.2. OBJECTIVE Manage 100% of the organized programs dedicated to educating visitors and Texas schoolchildren and manage the Bullock Texas State History Museum.
A.2.1. Strategy Manage an educational program focusing on the history of the State Capitol, other designated buildings, their contents and their grounds.

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

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

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

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

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

Data Limitations: Temporary failure of scheduling system.

Calculation Type: Cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Output Measure: Number of Persons Participating in Capitol Tours

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

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

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

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

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

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Output Measure: Number of Visitors to the Capitol Visitors Center

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

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

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

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

Data Limitations: Staff error.

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

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

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

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

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

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

<i>Data Limitations:</i>	Temporary failure of scheduling system.
<i>Calculation Type:</i>	Cumulative
<i>Key Measure:</i>	Yes
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	Medium
<i>Target Attainment:</i>	Higher than target

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

Explanatory Measures: Revenue received from Museum operations

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

Explanatory Measures: Number of visitors to the Museum

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

Data Limitations: Intermittent computerized ticketing and registration system failure.

Calculation Type: Non-cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: No

Priority: High

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

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

Explanatory Measures: Number of Distance Learning Participants

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

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

Source/Collection: The Museum's Education Department tracks the attendees of Distance Learning

programs and broadcasts on a spreadsheet. Attendees register through Connect2Texas site, hosted by ESC XI, and reported numbers are sent to the Distance Learning Specialist at the Museum.

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

Data Limitations: Reporting errors/omissions by registered participants.

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Explanatory Measure: Number of Museum Programs Conducted

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

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

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

Method of Calculation: Summed total of Museum programs.

Data Limitations: None

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

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

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

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

Source/Collection: Summed total of schools by computerized registration system and tracked through the

Distance Learning Programs spreadsheet.

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

Data Limitations: Computerized registration system failure.

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

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

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

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

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

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

Data Limitations: Computerized system failure.

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

A.3. OBJECTIVE:	Increase by 5% the income generated from <i>[non-Museum]</i> agency enterprises and dedicate all proceeds to educational programs, the historical collection and the preservation of the buildings and their contents.
A.3.1. Strategy:	Manage Capitol events, exhibits, and activities and operate profitable gift shops.

Explanatory Measures: Revenue from Licensed Vendors in the Capitol

<i>Short Definition:</i>	Total revenue realized by the agency from the licensed vendors who use special spaces within the Capitol and Extension.
<i>Purpose/Importance:</i>	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.
<i>Source/Collection:</i>	This measure is determined by the respective revenue journals in the Capitol Fund prepared by the agency's accounting staff.
<i>Method of Calculation:</i>	This measure is derived by totaling the revenue journals relating to these spaces.
<i>Data Limitations:</i>	Accounting system failure. Staff error.
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	Medium
<i>Target Attainment:</i>	Higher than target

Explanatory Measures: Net Income from the Capitol Gift Shops

<i>Short Definition:</i>	Net income from the Capitol Gift Shops.
<i>Purpose/Importance:</i>	This measure quantifies the agency's success in operating profitable Capitol gift shops to provide funding for agency purposes.
<i>Source/Collection:</i>	The data will be derived from agency accounting records.
<i>Method of Calculation:</i>	Total revenue minus direct and administrative costs (Statement of Revenues and Expenses - Change in Net Assets).
<i>Data Limitations:</i>	Accounting system failure. Staff error.
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	Yes

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Explanatory Measures: Percent Change in Revenues

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

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

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

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

Data Limitations: Accounting system failure. Staff error

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: Yes

Priority: Medium

Target Attainment: Higher than target

Explanatory Measures: Income Received from Parking Operations

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

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

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

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

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

Data Limitations: Accounting system failure. Staff error.

Calculation Type: Cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

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

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

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

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

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

Data Limitations: None

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Low

Target Attainment: Higher than target

SUPPLEMENTAL SCHEDULE C

HISTORICALLY UNDERUTILIZED BUSINESS PLAN

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

- Facilitate vendor presentations providing HUBs the opportunity to introduce their products and services to agency staff;
- Conduct one-on-one specialized forums with HUBs and procurement staff to provide vendors with a better understanding of how to do business with the agency;
- Post HUB program and bid opportunity information on the Agency’s web site.
- Attend all agency pre-bid meetings and give instruction on successful completion of the HUB Subcontracting Plan;
- Provide monthly HUB reports to agency management regarding HUB participation.

As a result of our good faith efforts, the agency awarded one hundred eighteen (118) contracts to certified HUB vendors in FY 2019. Notable FY 2019 HUB contracts include museum exhibit fabrication, museum exhibit graphics production and installation, interior painting services, and fire sprinkler system maintenance services.

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 thirty-eight (38) projects in FY 2019. Of the 549 HUBs solicited for competitive bids, only 3% of these businesses responded with a bid. As a result of the unique mission of the State Preservation Board, the agency contracts directly with vendors for many highly specialized goods and services where the HUB vendor base is very limited or non-existent. One example is the leasing and ongoing maintenance of the IMAX® projection system at the Bullock Texas State History Museum. Another example from the Museum operation is the leasing of traveling exhibits for display in the temporary exhibit area. An additional challenge for the agency HUB program is the purchase of products for resale in the Capitol and Museum Gift Shops and in the agency ecommerce operation. In FY 2019 the purchase of products for this auxiliary enterprise accounted for 53% of the agency's HUB reportable commodities contracts and 18% of agency HUB reportable expenditures overall. Typically, these items are unique products available from only one vendor or are products that are mass-produced and available at the best price from large, national suppliers. The agency must choose resale products that satisfy the needs of our visitors, while providing the most profitable return for this self-funding enterprise.

The State Preservation Board supports the State of Texas HUB Program and will continue to pursue HUB participation in the agency's procurement process.

SUPPLEMENTAL SCHEDULE F

AGENCY WORKFORCE PLAN

I. OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

Agency Mission

The State Preservation Board (SPB) preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building, other designated buildings, their contents and their grounds; provides facilities and grounds keeping services for the Texas Governor's Mansion; and operates the Bullock Texas State History Museum and the Texas State Cemetery. The SPB provides educational programs related to Texas history, government and culture to benefit the citizens of Texas and visitors to the state.

Agency's Core Functions

The agency's core functions are reflected through the work of its nine divisions: Facilities, Curatorial, Visitor Services, the Bullock Texas State History Museum, the Texas State Cemetery, Retail, Finance, Administration, and Information Technology. 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 educational programs, and the revenue generating functions performed by the gift shop operations and Capitol Visitors Parking staff, the agency targets, selects and assigns its workforce in such a manner that enables the State Preservation Board to fulfill its legislatively mandated mission and successfully meet its performance measures and targets.

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

Through its historical vision to preserve, protect and manage the Texas Capitol and other significant buildings, the Texas Legislature has made clear its intent to preserve Texas history by planning well into the future. While the 80th and 81st Legislatures expanded the scope of the agency's preservation, maintenance, and restoration duties to include the Governor's Mansion and grounds, and the 84th Legislature added the Texas State Cemetery to the list of properties under the SPB's purview, these duties fit within the framework of the existing mission, strategies and goals. Accordingly, the agency does not anticipate any significant changes to its mission, strategies and/or goals in the near future.

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

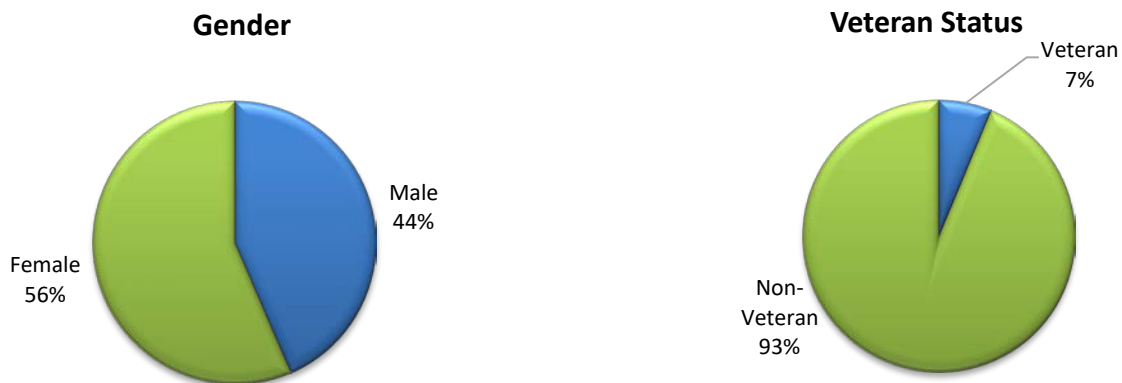
II. CURRENT WORKFORCE PROFILE

Workforce Demographics

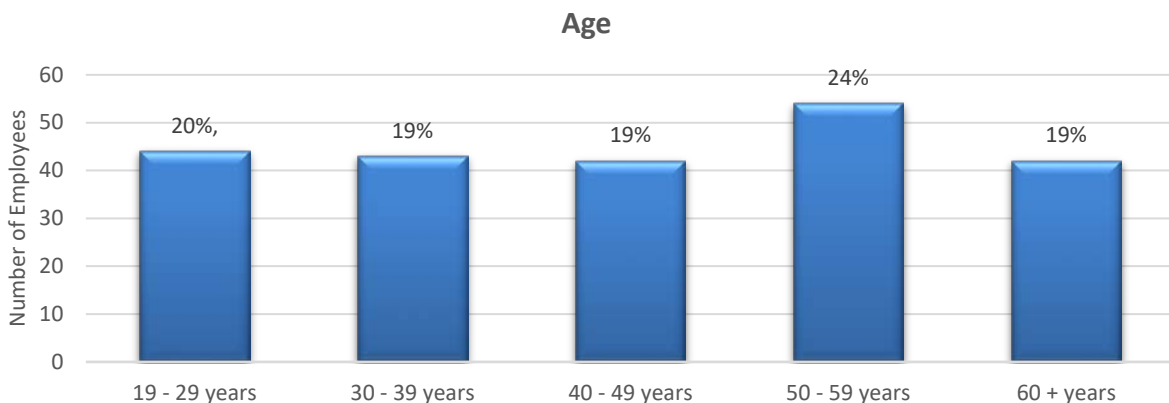
As of April 20, 2020, the State Preservation Board had a total headcount of two hundred twenty-five (225) employees. The graphics on the following pages profile the agency's workforce, including both full-time and part-time classified regular employees (*does not include temporary or seasonal positions*). The agency's workforce is nearly evenly divided among females and males, with 56 percent female and 44 percent male. 43 percent of the agency's staff is 50 years or older and 7 percent are military veterans. Employee tenure with the agency breaks down as follows:

- 62% of the workforce has 5 years or less tenure with the agency;
- 16% has 6 - 10 years of experience; and
- 21% of employees have 11 or more years of service with the agency and broad institutional knowledge.

Workforce Breakdown

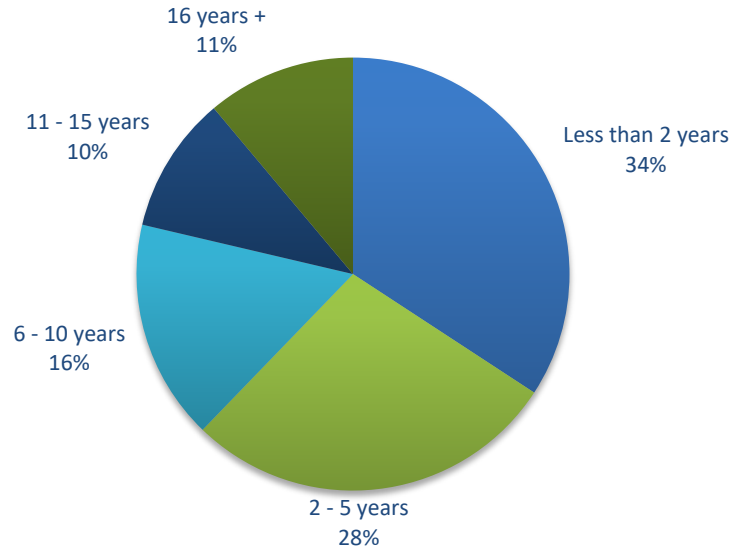


Source: Uniform Statewide Payroll System



Source: Uniform Statewide Payroll System

Agency Tenure



Source: Uniform Statewide Payroll System

Employee Ethnicity by EEO Job Category

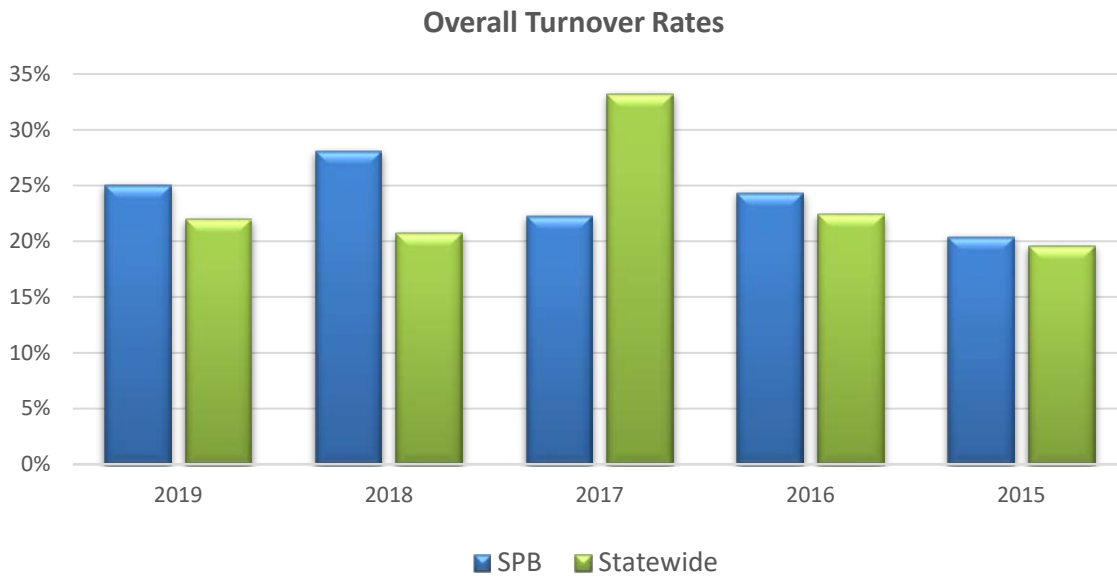
Job Category	Total Positions	African American	Hispanic	Female
Officials/Administration	38	2%	15%	57%
Professional	18	0%	5%	77%
Technical	18	5%	22%	33%
Administrative Support	97	6%	19%	67%
Service/Maintenance	22	9%	68%	45%
Skilled Craft	19	10%	31%	10%
Paraprofessionals	11	9%	0%	72%
Protective Service	2	0%	0%	0%

Source: Uniform Statewide Payroll System

Employee Turnover

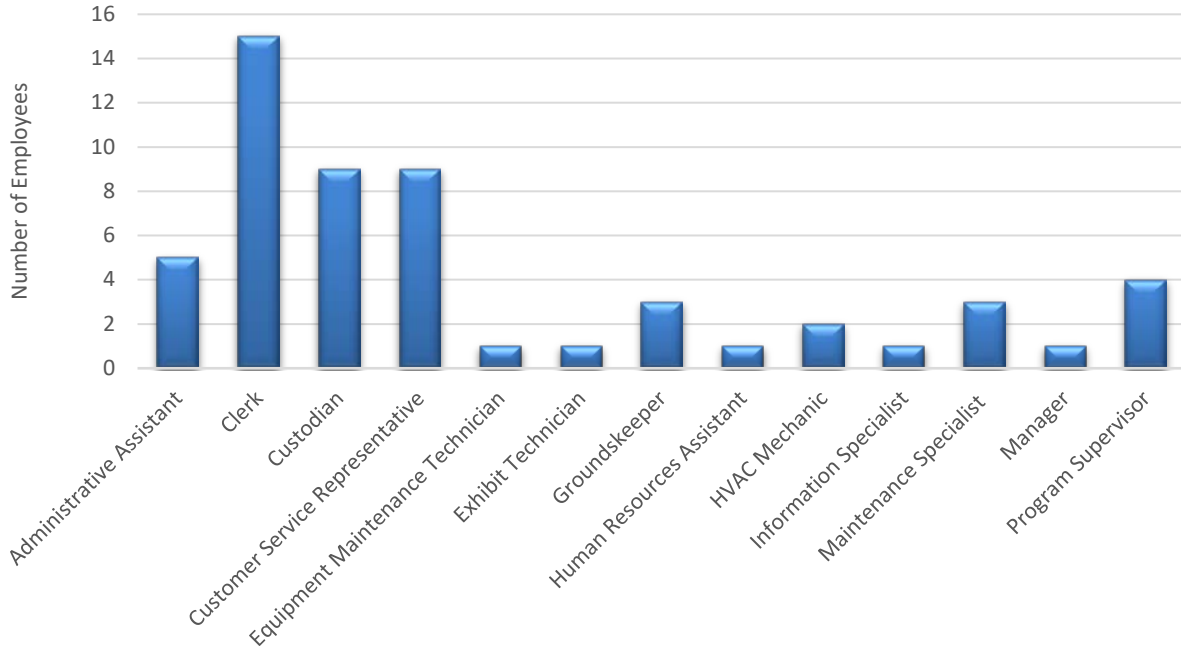
The SPB enjoys a favorable reputation as a place for employees to work and grow their career, as reflected in the positive responses to our 2020 *Survey of Employee Engagement*. However, the agency's turnover rate is consistently higher than the statewide average and the SPB faces the continuing challenge of offering competitive compensation to recruit and retain qualified employees in our facilities services-related positions and in visitor services and retail positions. In FY 2019, the majority of the agency's turnover (53%) was in the low-paying Clerk, Customer Service Representative, 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 customer services representatives/theater hosts and retail gift shop positions is predominately populated by young 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, reduced retention is a part of doing business. Stores, theaters and tourist attractions face similar recruitment, scheduling and employee retention challenges.



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

Turnover by Classification Job Series, FY 2019



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

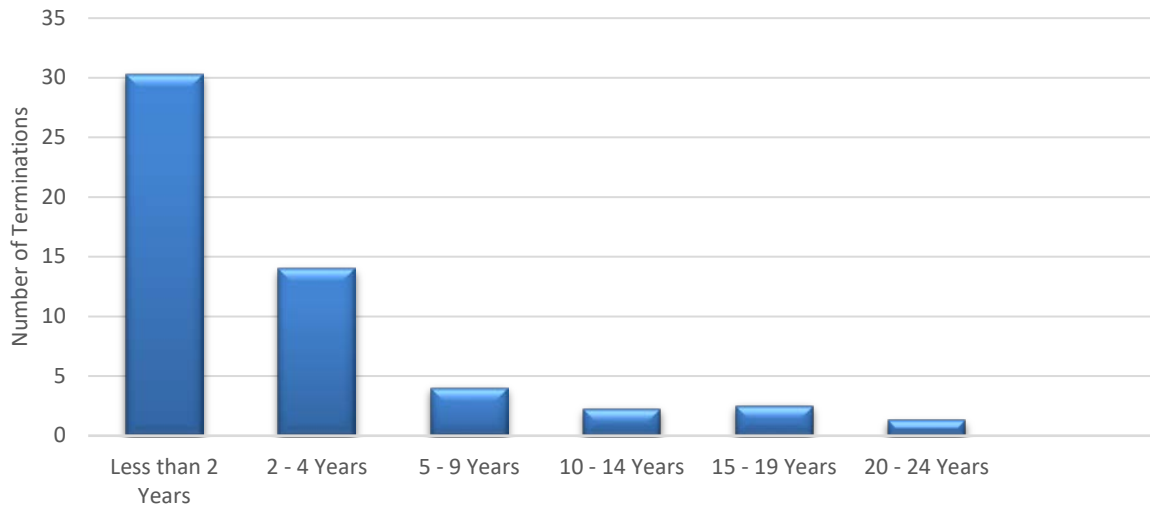
Consistent with the majority of the agency's turnover coming from entry level positions, in FY 2019, 55 percent of the terminated employees left the agency with less than two years of service as indicated by the "Turnover by Length of Service" table shown below. A high turnover rate for less-tenured staff has been an ongoing challenge for the agency. High staff turnover not only has an adverse effect on the operational program in which it occurs, it also puts added strain on human resources and payroll staff.

Turnover by Length of Service with SPB

FY	Total Terminations	Less than 2 Years	2 - 4 Years	5 - 9 Years	10 - 14 Years	15 - 19 Years	20 - 24 Years
2019	55	30	13	5	1	4	2
2018	62	39	17	2	2	1	1
2017	48	23	14	5	1	4	1
2016	52	29	12	4	5	1	1

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

Average Turnover by Length of Service with SPB, FY 2016-2019

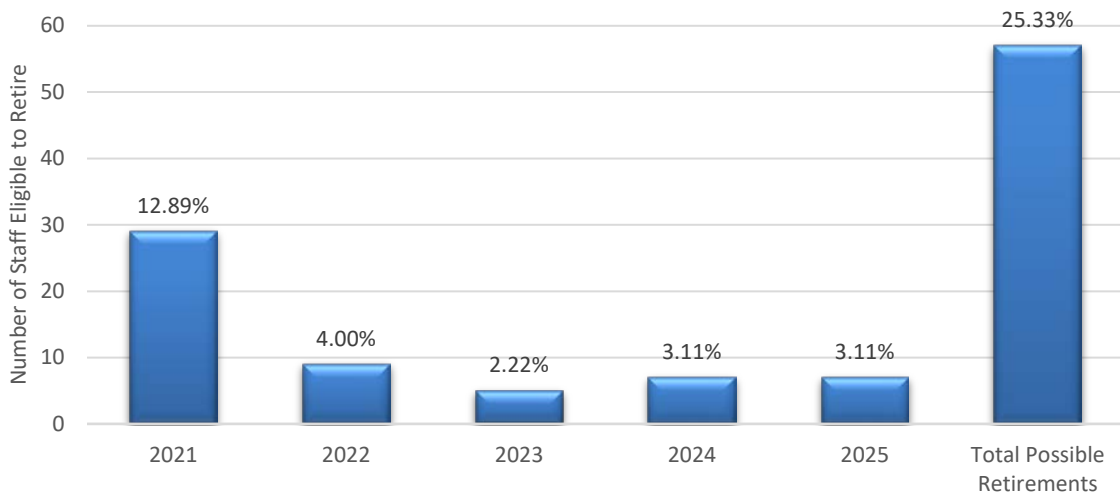


Source: SAO Electronic Classification Analysis System (E-Class)

Retirement Eligibility

During this workforce planning cycle fifty-seven (57) employees, or 25.3 percent of the agency's workforce will have achieved retirement eligibility under the "Rule of 80". This includes seven (7) employees who are return-to-work retirees. Seven (7) 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)



Source: Uniform Statewide Payroll System

Survey of Employee Engagement

The agency participated in the *Survey of Employee Engagement* conducted by the University of Texas Institute for Organizational Excellence in February 2020. The SPB enjoyed a 72.8 percent employee participation rate in the survey, producing sound results for the agency. The top three areas identified by staff as regions of substantial strength for the SPB include:

- *Workplace* - Employees' perceptions of the total work atmosphere, including the degree to which they feel safe and the overall feel of the workplace. The high score suggests that employees see the setting as satisfactory, safe and that adequate tools and resources are available to do the job.
- *Strategic* - Employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. The high score reflects that employees understand their role in the organization and consider the agency's reputation to be positive.
- *Job Satisfaction* - Employees' perceptions about the overall work situation and ability to maintain work-life balance. The high score indicates that employees are pleased with working conditions and their workload.

The survey also revealed positive employee perceptions in the overwhelming majority of other surveyed categories including *Workgroup; Supervision; Community; Information Systems; Benefits; and Employee Engagement*. Regarding *Employee Engagement*, 52 percent of agency staff identified as being *highly engaged* or *engaged*. This is compared to a nationwide workplace average of 30 percent. Highly engaged employees are willing to go above and beyond in their employment and engaged employees are more present in the workplace and show an effort to move the organization forward, all highly positive personnel traits. Additionally, only 9% of respondents said they intend to leave the agency within one year.

The areas flagged by the survey as areas of concern for the agency include:

- *Pay* - Employees' perceptions about how well the compensation package offered by the agency holds up when compared to similar jobs in other organizations. The agency's low score suggests that pay is a central concern or reason for discontent and pay is not comparable to similar organizations.
- *Employee Development* - Employees' perceptions about the priority given to their personal and job growth needs. The somewhat low score indicates that employees may feel stymied in their education and growth in job competence.
- *Internal Communication* - Employees' perceptions of whether communication in the agency is reasonable, candid and helpful. While the agency still scored positively in this category, the score does imply that employees feel information does not arrive in a timely fashion and is difficult to find.

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 2021 - FY 2025 Strategic Plan. However, as new technology is applied to agency processes, certain job functions may be performed differently, requiring greater computer proficiency and the willingness to embrace new ways of conducting agency business.

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 abilities and expertise, including knowledge of advanced building technology and automation systems, database management, specialized analytical and technical skills, and the ability to effectively manage change.

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. It is imperative for the agency to ensure that this organizational knowledge and expertise is retained. This is continually addressed through emphasis on cross training and professional development as well as on the documentation of operating procedures. 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. Standardized hiring procedures that incorporate industry best practices and continually training managers and supervisors on the hiring process will position the SPB to attract and select the best available applicants. 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, providing developmental opportunities, and offering non-monetary incentives to high performing staff. Non-monetary incentives include the expanded use of the agency's recently adopted *Modified Work Schedule Program* and the *Telework Program*.

Action Steps (ongoing)

- Identify classification job series with the highest turnover and implement recruitment and retention strategies for these positions.
- Continue to develop and refine the new employee orientation and training program as part of the retention strategy.
- Implement 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.
- Adjust salaries within assigned pay ranges for employees in positions that are either critical or key functions or that have high turnover rates.
- Promote the use of non-monetary rewards for exceptional performance (e.g. Administrative Leave for outstanding performance, etc.)
- Promote modified/flexible work schedules when possible, to assist with employee work-life balance and reduce commute time.
- Encourage maximum use of the Telework Program for eligible staff. Studies have shown that teleworking employees have increased job satisfaction and retention. A robust

Telework Program also can result in increased employee productivity, improved continuity of operations during emergency situations, and a reduced need for office space.

Implement a Succession Plan for all Agency Departments

Turnover and attrition may result in a significant loss of institutional knowledge for the agency in the near future. As noted earlier, a substantial number of staff in key management positions either are already eligible to retire or will become eligible to retire in the next five years. To aid in mitigating the impact of this potential loss, the SPB has made it a priority to develop staff members to take over leadership roles in order to ensure continuity of programs, a high level of knowledge, and service to the public. The agency has developed a succession planning template for use by agency departments to prepare for both anticipated and unanticipated departures of key staff. Agency departments are responsible for identifying positions critical to their operations and establishing a comprehensive strategy for preparing new staff to assume these responsibilities. A well-developed succession plan at the department level will reposition the SPB to address future staffing needs from current resources and ensure continuity of leadership. As part of the succession plan, the agency continues to ensure that key duties and procedures are formally documented and regularly updated in writing. Continually documenting current practices allows the agency to record valuable knowledge and expertise before staff leave, providing an effective tool to train new staff.

Action Steps (ongoing at the department level)

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

SUPPLEMENTAL SCHEDULE H

REPORT ON CUSTOMER SERVICE

I. Introduction

The State Preservation Board (SPB) preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building (Capitol Visitors Center), other designated buildings, their contents and their grounds; provides facilities and grounds keeping services for the Texas Governor's Mansion; and operates the Bullock Texas State History Museum and the Texas State Cemetery. The SPB provides educational programs related to Texas history, government, and culture to benefit the citizens of Texas and visitors to the state.

The SPB stands committed to serving the needs of the visiting public and occupants of the buildings entrusted to our care. Customer service is an important element in managing State Preservation Board operations. There are two categories of external customers receiving services directly from the SPB. The first category consists of elected and appointed state officials, their direct staff and various support staff in the Capitol and Capitol Extension. Visitors to the Texas State Capitol, the Capitol Extension, the Bullock Texas State History Museum (TSHM), the Capitol Visitors Center (CVC), Capitol Grounds, Capitol Visitors Parking Garage (VPG), and the Texas State Cemetery are the second category.

To measure customer service, the SPB uses several information-gathering methods to assess agency programs. As this information is analyzed, specific feedback is forwarded to the appropriate department with the goal of continuously improving the agency's overall operations. The agency has gained valuable insight both through visitor and occupant complaints, compliments, and observations on ways to better serve its customers. Below is a description of each of our customer service survey formats, survey methods, and survey results.

II. **Inventory of External Customers per Strategy in 2020-2021 General Appropriations Act**

Strategy	Customer Group	Description of Services Provided
A.1.1 Preserve Buildings and Contents	<ul style="list-style-type: none"> • Building occupants • Visitors to Capitol, Capitol Extension, Capitol Grounds, CVC, VPG, TSHM, State Cemetery 	Ongoing preservation of buildings and contents through restoration and repair to architectural components and the historical collection.
A.1.2 Building Maintenance	<ul style="list-style-type: none"> • Building occupants • Visitors to Capitol, Capitol Extension, Capitol Grounds, CVC, VPG, TSHM, State Cemetery 	Ongoing preventive maintenance and repairs to buildings and housekeeping and grounds keeping services.
A.1.3 State Cemetery	<ul style="list-style-type: none"> • Visitors to State Cemetery 	Ongoing preventive maintenance and repairs to buildings and housekeeping and grounds keeping services. Provide educational tours and visitor services.
A.2.1 Manage Educational Program	<ul style="list-style-type: none"> • Visitors to Capitol, Capitol Extension, Capitol Grounds, CVC, TSHM, State Cemetery, including educators and schoolchildren 	Provide educational programs through interactive exhibit media at CVC and informative tours of the Capitol, Capitol Extension, Capitol Grounds, TSHM, and State Cemetery.
A.2.2 Manage State History Museum	<ul style="list-style-type: none"> • Visitors to museum, including the general public, educators and schoolchildren, event holders, museum members 	Provide educational content on "The Story of Texas" through a variety of program and exhibit experiences. Also serves as a venue for events.
A.3.1 Manage Enterprises	<ul style="list-style-type: none"> • Visitors to Capitol, Capitol Extension, Capitol Grounds, CVC, VPG, TSHM, State Cemetery 	Provide event, exhibit, and activity coordination service for participants at the Capitol and operate enterprises, including gift shops, parking facilities, and food services (outsourced).
B.1.1 Indirect Administration	n/a	Administrative functions - accounting, purchasing, human resources, information resources, internal audit, etc. - to support and coordinate above strategies.

III. State Preservation Board Survey Methods, Results, and Measures June 2018 - May 2020

A. State Preservation Board Capitol Complex Customer Survey: Capitol, Capitol Extension, Gift Shops, and VPG

The State Preservation Board no longer relies on the obsolete hardcopy postcard surveys previously used by the agency and instead uses online surveys to measure customer satisfaction and respond to customer feedback. Since the implementation of the online surveys, adjustments have been made to the ways in which data is gathered and responses provided. For instance, customers who fill out an online survey now have the option of indicating whether or not they wish to be contacted by the SPB regarding their survey answers. This gives our customers the option of submitting their surveys and complaints simply for review, or having their answers and complaints forwarded to the associated department for response, thus allowing for quick and efficient conflict resolution if needed.

The online surveys are also easy and inexpensive to maintain, and very effective when it comes to gathering and analyzing data. Visitors to Capitol Square are directed to the SPB website if they are interested in filling out a survey or a feedback form. The SPB Customer Survey and the SPB Customer Feedback Form are both available to the public on the SPB website. Both items can be found at <http://www.tspb.texas.gov/spb/surveys/index.html>.

It is important to note two things before delving into the summary of survey results. First, while the SPB does require answers to statutorily identified questions, the questions may not be relevant to the services offered by the SPB, and so the resulting responses from customers will be "not applicable." Visitors to Capitol Square who choose to fill out a survey will likely not have engaged in communications with agency staff via phone, email, fax, or text, but rather visited in person and engaged with staff directly. Also, because many visitors guide themselves through SPB properties on Capitol Square, they do not tend to have experiences which involve wait times. This is the reason there were not any applicable responses to those two required questions.

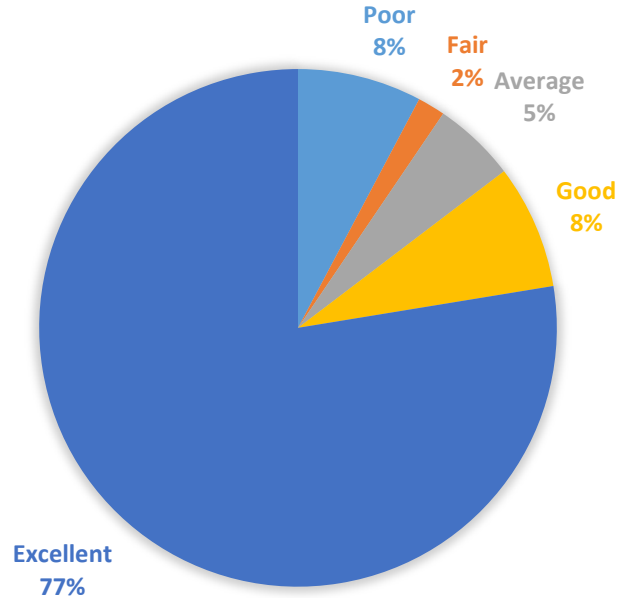
Second, complaints are received both online and in-person. The vast majority of complaints, regardless of the medium in which they are received, are resolved the same day by division supervisors or directors. However, a handful of online complaints received in recent years dealt with sensitive subject matter, such as confederate monuments on Capitol grounds, and these complaints required a lengthier response process to ensure they were handled properly. Therefore, the average complaint response time is not indicative of the SPB's typical response time, which as mentioned above, is usually the same day as receipt of the complaint.

Summary of Survey Results

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	% Meets or Exceeds Expectations
Facilities						
*Access, Office Location, Signs, Cleanliness	0	0	8	4	3	100.0%
Agency Staff						
*Employee Courtesy, Friendliness, Knowledge, Identification	2	5	1	0	22	76.7%
Quality of Customer Service	8	0	0	2	20	73.3%
Communications						
*Telephone Access, Hold time, Transfers, Live Person, Letters, Email, Text message, Mobile	0	0	0	0	0	N/A
Internet Site						
*Ease of Use, Mobile Access, Information, Accessibility	0	0	0	0	3	100.0%
Complaint Handling Process						
*Easy to File, Timely Response	0	0	0	0	1	100.0%
Ability To Timely Serve						
*Amount of Wait Time	0	0	0	0	0	N/A
Printed Information						
*Accuracy of Information	0	0	0	0	1	100.0%
Gift Shop						
Staff: Prompt, Courteous, Knowledgeable	0	0	1	0	6	100.0%
Products: Selection, Quality	0	0	0	1	6	100.0%
Products: Pricing	0	0	0	5	2	100.0%
Store: Cleanliness, Well-Stocked	0	0	0	2	5	100.0%
Parking						
Convenience	2	0	1	1	3	71.4%
Overall Rating						
*Overall Satisfaction	9	2	6	9	90	90.5%

*Statutorily identified customer service quality element

SPB OVERALL SATISFACTION



90.5% Meets or Exceeds Expectations

Measures:

- Average of **90.5% overall customer satisfaction** by customer respondents.
- **11.9% of surveys contained a complaint.**
- The average **complaint response time was 4 business days.**
- For this survey, there were **151 customer respondents.**
 - 97 surveys were completed by customers who were part of a school field trip.
 - 54 surveys were not related to school field trips.
- This survey has a **response rate of 2.7%**, which is based on surveys solicited from school groups since the SPB does not solicit surveys from non-school visitors.
- The Capitol Complex averages approximately **1,300,000 visitors annually.**
- Current cost is approximately **\$0.00 per survey** since surveys are conducted online through Google Forms, which is free to use and requires minimal monitoring.

B. Ongoing Tours and Specialty Tours

The Capitol and the Capitol Visitors Center provide tours to tens of thousands of students on field trips each school year, public tours year-round, and different specialty-themed tours throughout the year. At the conclusion of each tour, Visitor Services staff members offer a brief survey to tour participants, or to the lead teacher of each school group. Participants can fill out a hardcopy form or submit their responses online at <http://www.tspb.texas.gov/spb/surveys/index.html>.

All survey responses are reviewed by Visitor Services supervisors, and hardcopy forms are entered into the online survey form by Visitor Services staff. As the surveys are submitted, any problems are addressed and encouragements are given to staff members who have done an outstanding job. If a staff-related customer service issue arises, it is used as an opportunity to conduct one-one-one coaching with staff members. At the end of each tour season, Visitors Services staff meet to discuss feedback from visitor surveys in their ongoing efforts to make alterations and improvements to the tours.

Capitol Visitor Services also utilize these surveys to make adjustments to their ongoing training programs, which emphasize excellent customer service. Additionally, all permanent staff have the opportunity to become Certified Interpretive Guides, a nationally-recognized standard of customer service and interpretive practices.

Summary Of Survey Results

Tours at the Capitol:

	Poor	Fair	Average	Good	Excellent	%Meets or Exceeds Expectations
Courteous & Knowledgeable	2	2	0	5	105	96.5%
Effective & Age Appropriate	0	1	3	6	82	98.9%
Educational & Engaging	0	2	4	3	82	97.8%
Enjoyable	4	0	1	0	16	81.0%
Total	6	5	8	14	285	96.5%

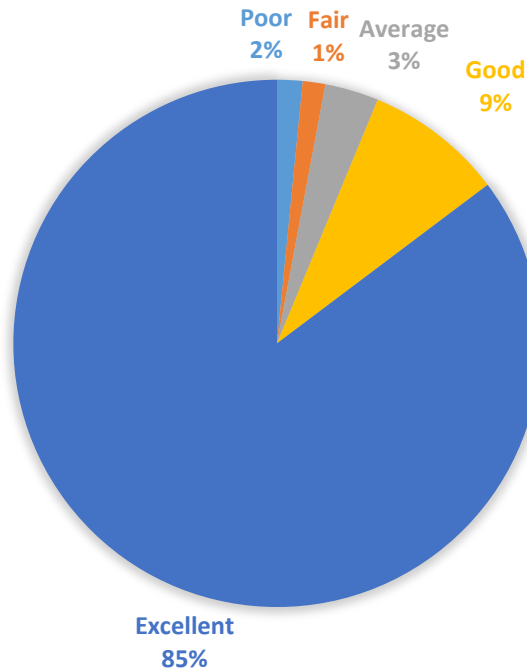
Tours at the CVC:

	Poor	Fair	Average	Good	Excellent	%Meets or Exceeds Expectations
Courteous & Knowledgeable	1	0	1	5	49	98.2%
Effective & Age Appropriate	2	1	1	7	46	94.7%
Educational & Engaging	0	2	3	5	47	96.5%
Total	3	3	5	17	142	96.5%

Specialty Tours:

	Poor	Fair	Average	Good	Excellent	%Meets or Exceeds Expectations
African American Tour	0	0	0	1	6	100.0%
Hispanic Heritage Tour	0	0	0	1	6	100.0%
Veterans Tour	0	0	0	0	2	100.0%
Women in TX History Tour	0	0	0	0	3	100.0%
Rest In Peace Tour	0	0	6	14	40	100.0%
Holiday Tour	0	0	0	2	8	100.0%
Totals	0	0	6	18	65	100.0%

OVERALL TOUR SATISFACTION



97.1% Meets or Exceeds Expectations

Measures:

- Average of **97.1% overall customer satisfaction** by customer respondents.
- **2.7% of surveys contained a complaint.**
- The average **complaint response time was the same business day.**
- For these surveys, there were **257 customer respondents** total.
- This survey has a **response rate of 1.2%.**
- Combined, Visitors Services conducts over **12,500 tours annually** at both the Capitol and the CVC for school groups and the public alike.
- On average, **approximately 304,000 people per year participate in a tour** at the Capitol and the CVC.
- Cost is approximately **\$0.06 per survey** based on occasional use of paper for hardcopy surveys.

C. Bullock Texas State History Museum

A large portion of the visitors to the Bullock Texas State History Museum are part of school groups. The museum welcomes thousands of students through its doors each year, and for those who cannot attend in person, TSHM offers distance learning to schools across the country in the form of two-way video conferencing with museum education staff.

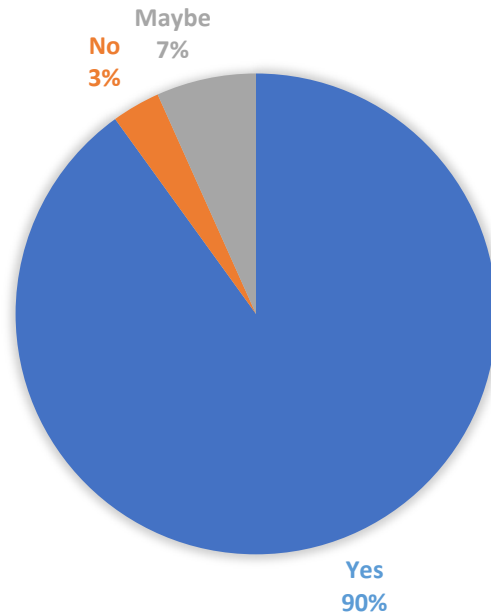
Surveying is performed online on a monthly basis. Participants in education services at the museum are sent a link to a survey at the end of the month following their in-person or virtual visit to the museum. The survey measures multiple aspects of the educational experience, including favorite exhibits and which movies were viewed at the TSHM theaters. For the purpose of this report, however, customer satisfaction has been measured in terms of how likely visitors are to return to the museum again, or schedule another distance learning session, based on their overall experience.

Survey results are reviewed on a monthly basis by TSHM staff allowing any necessary follow-up to be conducted quickly. At the end of the school year, a large-scale review is conducted, and changes to school programs are made based on the findings. To encourage survey participation, which is vital in gathering and assessing customer feedback, the museum offers survey respondents entry into a raffle for small prizes.

Summary Of Survey Results

	Yes	No	Maybe	% Likely to Return
School Groups Likely to Return	228	11	27	85.7%
Distance Learning Likely to Schedule again	242	6	8	94.5%
Totals	470	17	35	90.0%

LIKELY TO RETURN TO TSHM



90.0% Likely to Return to TSHM

School Groups Likely to Return:

- **90.0% of respondents would return to TSHM.**
- Main reasons for **10% of respondents possibly not returning** to TSHM:
 - School's schedule
 - School's budget
 - Dependent on relevance of future exhibits
- For these surveys, there were **522 customer respondents** total.
- This survey has a **response rate of 60.6%**.
- TSHM serves approximately **520,00 visitors annually**.
 - Approximately **90,900 annual visitors are part of a school group**.
- Cost is less than **\$0.33 per survey**. The survey platform is free, but a small amount is spent on raffle prizes.

D. Texas State Cemetery

The Texas State Cemetery became an SPB-managed and maintained property in September 2015. In recent years, the SPB Visitor Services staff was tasked with restructuring and refining tours at the Texas State Cemetery. Since this assignment, school tours and public tours of the Texas State Cemetery have been greatly improved. There are fewer visitors per guide and the guides wear headsets to amplify their voices, which enhances the overall experience. Additionally, the content of the school tours now focuses on prominent figures in Texas history who are most likely to be studied by the school groups in their regular curriculum, as well as some more recent Texas heroes the students might know.

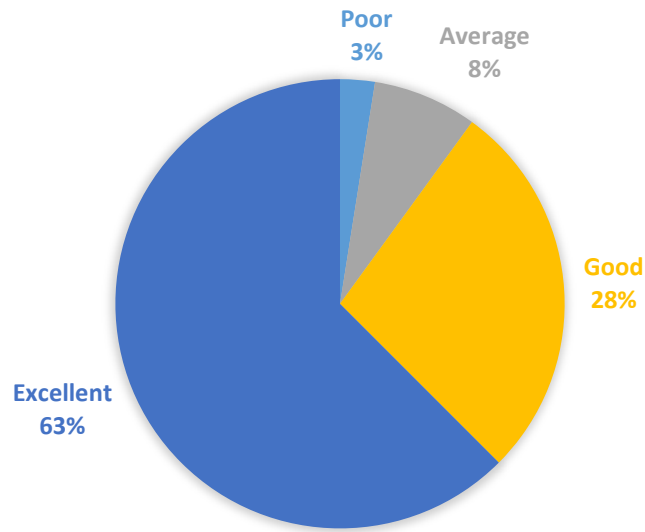
With tours at the Texas State Cemetery now on track, the Visitor Services staff will begin work on implementing a standard school tour survey to offer after each tour. In terms of surveys offered to the public who visit the Texas State Cemetery, these may be developed in the future, but such a process will take time and extreme care due to the sensitive nature of the cemetery. Until an acceptable survey process is in place, statistics have been gathered from the popular online review site, TripAdvisor. This site provides a venue for visitors to rank their experience on a 1-5 scale, similar to surveys implemented at other SPB properties. TripAdvisor also allow users to filter reviews based on commonly used phrases for that location. In the case of the Texas State Cemetery, common phrases include "great history," and "grounds are beautiful."

Summary Of Survey Results

TripAdvisor:

	Poor	Fair	Average	Good	Excellent	%Meets or Exceeds Expectations
2018	0	0	1	3	11	100.0%
2019	1	0	1	7	12	95.2%
2020	0	0	1	1	2	100.0%

CEMETERY OVERALL SATISFACTION



97.5% Meets or Exceeds Expectations

Measures:

- Average of **97.5% overall customer satisfaction** by customer respondents.
- **1 Review contained a complaint**, which was a result of a tour conducted by an outside tour company not associated with the SPB, and so it did not receive a response.
- For this survey, there were **40 customer respondents**.
- A response rate for this survey is not applicable since the survey is not conducted by the SPB.
- The Texas State Cemetery averages approximately **43,000 visitors annually** and conducts more than **285 tours each year**.
- Cost is **\$0.00 per survey** since these surveys are not implemented by the SPB.

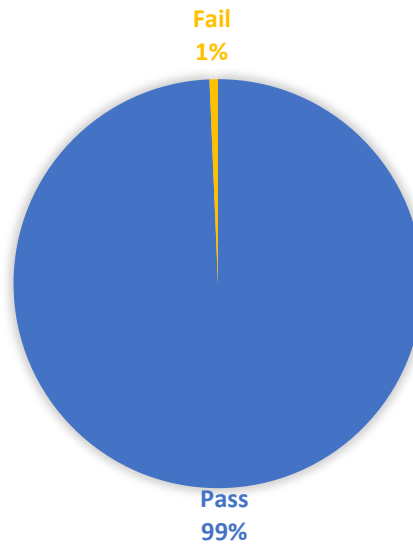
E. Facilities Maintenance for the Capitol and Capitol Extension

The Facilities Maintenance staff are arguably the largest providers of customer service to building occupants in the Capitol and the Capitol Extension. After responding to service requests ranging from small leaks to spot cleaning to temperature control, Facilities Maintenance staff sends a follow-up email to each requester with an optional online survey. The Facilities Maintenance online survey uses a simple pass/fail scale to gauge customer satisfaction and is available at the following link <https://tspb.texas.gov/spb/surveys/facilities.html>.

SUMMARY OF SURVEY RESULTS

	#Solicited	#Responded	Satisfied - Pass	Satisfied - Fail	%Pass
FY2018 (From June)	84	33	33	0	100.0%
FY2019	269	85	84	1	98.8%
FY2020 (To Date)	166	60	59	1	98.3%
Total	519	178	176	2	98.9%

FACILITIES OVERALL SATISFACTION



98.9% Overall Satisfaction

Measures:

- Average of **98.9% overall customer satisfaction** by customer respondents.
- For this survey, there were **178 customer respondents of 519 solicited**.

- This survey has a **response rate of 34.3%**.
- There are approximately **2,100 occupants** in the Capitol and Capitol Extension during the Legislative Session and approximately **1,350 occupants** during non-Legislative Session periods.
- Cost is approximately **\$3.50 per survey** for solicitation and processing time.

III. Analysis of Results

Overall, the results of the surveys indicate that the customer experience at SPB managed properties is very positive. The agency had an average customer satisfaction rating that met or exceeded the expectations of more than 90% of respondents. From these results, SPB is looking for every possible way to continue to improve customer service in the agency's programs.

Since the last Report on Customer Service was submitted, the SPB has made great strides to strengthen the two areas that received below-average scores and feedback. The first was wayfinding signage at the Capitol Complex. The SPB is nearly complete with a project to redesign and install all new wayfinding signage throughout the Capitol, Capitol Extension, and Capitol grounds. The success of this project is already apparent with customer satisfaction in this area increasing to 100%.

The second area to see significant improvements was the Capitol Gift Shop operation. In recent years, the Retail department implemented a new, more efficient point of sales system in the gift shops in order to move customers through more quickly. Retail also started enrolling their staff in customer service training through Capitol Visitor Services, which is a training component that was not previously part of the Retail training curriculum. The additional training has helped Retail staff understand how best to interact with customers in the gift shops, over the telephone, and online. It is likely these efforts that caused all metrics related to the Capitol Gift shop to rise to an impressive 100%.

Based on the results from this report, the SPB has also identified two areas for improvement in customer satisfaction: agency staff and parking. These areas, while the majority of their scores are high, scored lower than average in customer satisfaction compared to other divisions in the State Preservation Board survey results found at the top of this report. The few negative surveys and complaints that addressed agency staff were related to tours and tour guides at the Capitol and CVC. In response and in addition to the aforementioned regular feedback and certification programs available to tour guides, Visitor Services has also implemented a multitude of new training initiatives for tour guides. These initiatives include training specifically for Spring Tour Season at the Capitol Square, Legislative session, and "Visitor First" training for new staff. As far as parking, the SPB only received two complaints in the past two years regarding parking availability and convenience, as this does not appear to be a recurring issue, but rather, a rare occurrence. Regardless, the SPB is constantly exploring options to improve the agency's pay-to-park systems and layouts.

In the future, the SPB will continue to strive to increase overall customer satisfaction at each of its properties and across all customer groups. For the remainder of FY 2020, the SPB would also like to see an increase in the number of surveys conducted as well as an equal increase in the associated customer response rate. This goal could be attainable if the SPB's large customer base remained steady for FY 2020. However, there has been a significant drop in visitors to the SPB properties due to the recent pandemic. Therefore, the SPB's estimate for FY 2020 is that all metrics will decline to some degree, with little data available to measure during these unprecedented months. Despite the uncertainty of tourism in a post-pandemic environment, the SPB is dedicated to providing the best possible experience to each and every one of our customers on a continual basis.