

STATE PRESERVATION BOARD STRATEGIC PLAN FY 2023-2027

THE HONORABLE Greg Abbott
THE HONORABLE Dan Patrick
THE HONORABLE Dade Phelan
THE HONORABLE Charles Schwertner
THE HONORABLE Will Metcalf
Alethea Swann Bugg

July 22, 2022



AGENCY STRATEGIC PLAN

Fiscal Years 2023 - 2027

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 Dade Phelan Speaker, House of Representatives Co-Vice Chairman	01/21 -	Beaumont
The Honorable Charles Schwertner Texas State Senator	02/21 – 01/23	Georgetown
The Honorable Will Metcalf Texas State Representative	03/21 -	Conroe
Alethea Swann Bugg Citizen Member	03/18 - 02/23	San Antonio

July 22, 2022

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 1: 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 and Historic Grounds, Capitol Visitors Center located in the 1857 General Land Office Building, Capitol Visitor's Parking Garage, Governor's Mansion and Historic Grounds, 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 the final phase completion of upgrading/replacing Capitol and Capitol Extension HVAC systems and automation (Capitol Extension); continued replacement of the Capitol Extension carpet; replacement of the Capitol and Capitol Extension electrical transformer and electrical panel upgrades; 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; ongoing replacement of the fire system sprinkler pipes in the Capitol; and Capitol Visitors Center façade, roof, and window repairs; Capitol drive and garage access security system upgrades and 6 year maintenance; grounds lighting maintenance and replacement; and grounds tree maintenance program and landscaping upgrades. Several facility renewal projects are also planned for the Governor's Mansion, Texas State History Museum, and Texas State Cemetery. 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 2027.*
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 2025.*
3. **Prepare for Capitol Mall Opening:** Prepare for oversight of the Capitol Mall Project grounds and event operations upon completion of construction, including determining necessary funding, staffing, and training. *Target completion date: December 2022.*

HOW THE 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 Division 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 operational life of the State Capitol, Capitol Extension, and Historic Grounds, as well as all other facilities under the Preservation Board's purview.

Customer service is the core goal of all Facilities Division 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. The implementation of a 24 hour/7 day a week call center as well as electronic work order systems allows 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 along with adjustments to staffing and supply chain challenges 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 2: Through the agency's Curatorial Department, continue the ongoing preservation, documentation, and interpretation of the historic Texas Capitol and Grounds, including all artifact collections. Care for and maintain 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 2026.*
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 2025.*
4. **Create Artifact Restoration Shop:** Create and staff an in-house restoration shop to address major 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 2024.*

HOW THE 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 3: 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 Texas.

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 Cemetery and the citizens of the State of Texas. The project was delayed by the COVID-19 pandemic, a revised schedule is being implemented. *Target completion date: August 2024.*
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, monuments and grave markers at the Cemetery. *Target completion date: August 2023.*
3. **Cemetery Website Upgrades:** Begin procurement and design as necessary to launch a new website for the Cemetery that incorporates a searchable database of interments, obituaries, and other useful visitor information about the cemetery. *Target completion date: January 2024.*
4. **Visitor Experience Improvements:** Enhance the visitor experience by continuing to offer guided tours of the Cemetery seven days a week, including specialty tours and age-specific tours; re-imagine the existing Cemetery facilities into multi-purpose areas available to the public; revise and improve site signage; develop new printed visitor materials; and implement a new exhibition in the 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 2024.*

HOW THE TEXAS STATE CEMETERY OPERATION SUPPORTS THE STATEWIDE OBJECTIVES:

The implementation of the new Texas State Cemetery Master Plan focusing on long term planning in all aspects of the Cemetery management will provide a cost effective level of maintenance, repair and preservation that provides lasting results for the State of Texas. All 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, and improve the visitor experience.

All 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. The 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 honor the important nature of the 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 4: 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 2026.*
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 THE CAPITOL SQUARE VISITOR SERVICES PROGRAM SUPPORTS THE STATEWIDE OBJECTIVES:

Tours and admission to the Capitol, Capitol Visitors Center, Governor's Mansion and State Cemetery 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 Visitor 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 division 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 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 at pre-pandemic levels. Visitor traffic, along with agency renovation projects like the replacement of the Extension office carpet, dictates staffing levels.

Agency Operational Goal 5: 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.

ACTION ITEMS:

1. **Stabilize Financially:** Museum operations remain focused on interpreting the exciting and unique Story of Texas through meaningful educational experiences. The museum is supported primarily through revenue streams, grants, and donations. Strict budget planning and management through the agency ensure there is no redundancy or waste in expenditures. A portion of the Museum's budget is funded by the Texas State History Museum Foundation, a 501(c)(3) independent charity, which identifies private funding resources to help support the operations of the museum. Currently, State appropriations supplement the Museum's budget. State funds are allocated for 23 of 90 full and part time staff positions needed to efficiently operate the Museum store, parking, exhibitions, theaters, and housekeeping. The agency provides accounting, legal, human resources, facilities operations and utilities, and building maintenance. Additional state funding and other resources are needed to fully fund the mission and operations of the museum. *Target completion date: September 2023.*
2. **Participate in the America 250 State Commission:** Senate Concurrent Resolution 23, 87th Legislature, 2021 created an America 250 state commission to work jointly with the Federal America 250 commission to celebrate the 250th anniversary of the United States. The museum with its state and federal partners will commemorate the United States in July 2026. The project is funded solely through donations and federal funds. *Target completion date: December 2026.*
3. **Museum Strategy and Sustainability Planning:** Implement the Museum's Strategy and Sustainability plan created in FY 2022 to meet the Museum's mission by increasing its resource offerings to Texas teachers, advancing its distance learning programs for classrooms, revitalizing on-site programs targeted to educators, families, and members, and investing in staff retention. *Target completion date: August 2026.*
4. **Achieve re-accreditation by the American Alliance of Museums by FY 2024.** Submission of the re-accreditation application will be completed prior to peer review which begins November 1, 2022. Accreditation confirms the Museum adheres to the highest standards of artifact care, educational programming, and overall organizational excellence, and is crucial for the Museum to continue borrowing artifacts for display from institutions across the country. *Target completion date: August 2024.*

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

Museum operations remain mission-based and are supported primarily through revenue streams, grants, and donations. The Museum works with the Texas State History Museum Foundation, a 501(c)(3) independent charity, to identify additional funding resources to support the operations of the museum at a level consistent with representing the State of Texas. Earned revenue streams and fundraising from private sources have historically represented more than 85% of the Museum's annual operating budget.

The Bullock Museum remains the state's premiere museum for all things Texas. The Museum plans and implements educational programs for audiences of all ages which require well-trained educators and professional staff. Reporting and administrative hierarchy have been streamlined over the years. The Museum strives to provide unique, excellent stewardship of available resources, and exceptional visitor experiences that highlight the history of the state and connects that history to the present. Museum admission and fees will stay within affordable limits and represent the value of the experience provided to visitors. Free gallery admission days, teacher resources and enrichment opportunities underwritten by private or corporate sponsors support opportunities for Texans at all economic levels to have access to the Museum. Active military and their families receive free admission to the Museum during summer months with underwriting by a private donor. Funding is being sought to cover the cost admission for WIC and SNAP participants.

The core function of the Museum is to create experiences that educate, engage, and encourage a deeper understanding of Texas. To ensure a high-quality, relevant experience, the Museum generates revenue to support annual operating expenses, and maintains a professional staff of educators, curators, designers, web developers, and a 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 and meet the needs of Texans. Following the completion of Phase 1 of the North Capitol Mall greenway, the Museum expects to serve even greater numbers of Texans in the coming years. The Museum regularly surveys constituents and reviews data to better understand Texans' perception and use of the Museum.

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 educational website, distance learning programs, and on-demand content 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.

The Museum exists solely to serve the public, maintaining relevance to Texas communities and encouraging learning about Texas on-site and on-line. Providing excellent stewardship of resources, and exceptional visitor experiences, the Museum encourages membership and repeat participation, posts its fees, programming schedule, mission and goals, initiatives, and construction updates, as well as its annual reports clearly and succinctly on its ADA accessible website.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

Since opening in 2001, the Museum has served over 9.7 million visitors and has reached over 10 million users via its website launched in 2014. It has also served the youngest Texans through distance learning and onsite programming reaching approximately 20,000 to 64,000 students a year. The Museum's most significant challenge over the next five years will continue to be a lack of sustained funding to support programming, staff salaries and benefits that keep pace with the cost of living in central Texas, and maintenance of the more than 20 year old facility. Due to closure during the pandemic, Capitol Mall construction from 2018-2022, and lack of Museum-specific funding, earned revenue and private fundraising goals to support annual operating costs will continue to be difficult to achieve without significantly limiting Museum services that benefit the public. To continue offering the expected high caliber of programming that serves Texans of all ages, the pay between private and state staff positions needs to be competitive or the Museum will lose its most critical resource, its staff, to private entities.

Agency Operational Goal 6: Through the Capitol Gift Shops, Bullock Texas State History Museum Gift Shop, and the online retail stores, provide revenue to fund the agency's preservation mandate and educational programs.

ACTION ITEMS:

1. ***Complete renovation of the Bullock Texas State History Museum (TSHM) and the Capitol Visitor's Center gift shops:*** The redesign and enhancement of the gift shops, layout, and traffic flow within the stores will provide increased revenue for the agency and a better overall customer experience for shoppers. Revenue increased after the remodel and launch of the Capitol Extension Store in January 2017. The agency's return on investment was realized within one year. A complete remodel of the TSHM store was also considered in 2017. Architectural plans were developed, fixtures were selected

and the plan was ready for the bid process. However, due to financial issues the Museum was encountering at the time, plans to improve the TSHM store were put on hold. The TSHM store has not seen any improvements made since the Museum opened in 2001. An update to the interior of the store including layout, lighting, carpet and fixtures would increase revenue. The Capitol Visitor's Center store is also due to be remodeled. Because the store is housed in a historical building, updates within the store would be limited to layout, lighting, fixtures and paint. By changing the layout of the store and updating the environment to fit the 2022 shopper's expectations, revenue would be increased. This store also caters to both educators as well as school children. This particular customer base should be addressed in any design developed. *Target completion date: 2024-2026; dependent on agency funding being allocated to the project.*

2. **Grow the Ecommerce business:** Due to store closures during the COVID-19 pandemic, the Ecommerce retail business grew exponentially. The agency maintains three separate websites: the Capitol Gift Shop, the TSHM store and the Texas Service Awards. The businesses for each of these websites continue to be supported with email marketing campaigns through targeted email marketing lists and direct mailers. Over the next five years the Retail Division plans to further hone its direct marketing efforts to ensure the profitability of its outreach efforts. In order to achieve optimal results, further testing must be done to identify specific customer lists and optimize revenue generation. *Target completion date: Ongoing*
3. **Expand warehouse space to support growth in Ecommerce business:** Currently, the agency is nearing capacity when handling the large volume of orders processed during the fall season. In order to continue to grow the online business and exceed \$5 million in annual revenue, the agency will need space to house additional products and personnel to support increased demand, while maintaining customer service standards. Additional space in the current warehouse environment is limited, so expansion would be difficult at this time. The warehouse is currently housed in the Capitol Visitor's Parking Garage, therefore, any changes or expansion within this space would be costly. Alternatively, the agency could rent additional warehouse space for this purpose. Long-term sales growth is limited without expanding warehouse and order processing space. *Target completion date: 2026; additional funding would be needed to accomplish growth in the Ecommerce business.*
4. **Continue to focus on the procurement of customized merchandise for both the Capitol Gift Shops, the TSHM store, and Texas Awards Program.** Based on the sales performance of new collectible ornaments, the Texas Artisan program, executive gifts and home décor, the agency will continue to grow and expand this portion of our business. In 2022 an FTE was brought on board to focus on this aspect of our business

with the major goals of increasing the number of featured Texas Artisans as well as increasing the number of "made in Texas" products. *Target completion date: Ongoing, determined by purchasing dollars available each year.*

HOW THE OPERATION OF THE RETAIL SHOPS 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 Texas State Capitol and the Bullock Texas State History Museum.

The Retail Division looks to continuously streamline and improve overall operational efficiency. Recently an FTE was added to the team as a Retail Program Manager. This particular role was developed to streamline our product development processes, as well as allow for more time to be spent at the various markets throughout the country. While our product development has been highly successful, we need to continue to capitalize on these efforts by focusing more time on researching specific "Texas Artisan" programs where the products of artists throughout the state of Texas can be featured prominently both in store, as well as in email marketing campaigns. Additionally, by traveling to markets and gift shows more frequently, we will be able to pursue a greater variety of vendors to assist with the development of proprietary products, as well as merchandise specifically made in Texas. Products selected would include artwork, jewelry, home décor, ceramics and food.

Plans are currently underway to review a potential technical integration with a company that will allow the stores to fully automate the calculation of reward points offered through our Employee Reward Program. 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 (POS) 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. Our POS system currently allows visibility to a Daily Dashboard. This dashboard measures Key Performance Indicators on a daily (real time), weekly, monthly and yearly basis. As a result, the team has access to the current revenue trends and overall profitability of our business by location and can easily run reports to review the productivity of both products as well as vendors.

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 team continues to review staffing needs to better serve its customers both in stores as well as online. Staffing in the Austin market continues to be challenging and as a result, post pandemic, we have faced staffing challenges across the board in each of our stores. Recently the SPB made the decision to increase our starting pay rate to \$14.00 per hour, up from \$11.50, in order to be more competitive.

AGENCY OPERATIONAL GOAL 7: 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. Agency staff will continue to work with the CAPPS Reporting Focus Group to develop and improve budget and financial reports within CAPPS. *Target completion date: August 2023.*
2. ***Engage the Workforce to Improve Retention:*** Use the results of the FY 2020 Survey of Employee Engagement to promote an environment of employee engagement and quality customer service. Improving employee engagement will improve retention. Employees who are emotionally invested in dedicating their talents and energy to the agency, contribute to the overall success of the organization. Implementing an agency-wide internal communication strategy will promote the timely and effective flow of information across the agency and support employee engagement. *Target completion date: Ongoing*
3. ***Streamline Essential Personnel Telework Plan:*** The Information Technology Division streamlined the essential personnel telework plan to support operations during the pandemic and compliment the agency COOP plan. The agency will continue to detail the essential personnel plan with a focus on readying essential personnel to telework on short notice. This plan is distinct from the agency's existing standard telework plan. *Target completion date: December 2024.*

HOW THE AGENCY SUPPORT PROGRAMS 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 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 transitioned to CAPPs Human Resources/Payroll in July 2022 to reduce excessive data entry and duplication of effort while reducing the potential for human error in data entry. 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 put the agency on the same statewide system used by other State of Texas government agencies, providing uniformity in processes across state government.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation	Why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
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)	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 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)			
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 Work Orders 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 Work Orders 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
<i>Short Definition:</i>	Maintenance work orders 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 work orders completed.
<i>Purpose/Importance:</i>	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.
<i>Source/Collection:</i>	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.
<i>Method of Calculation:</i>	The measure will be calculated by taking the number of maintenance work orders inspected by supervisors and performed correctly divided by the total number of maintenance work orders inspected.
<i>Data Limitations:</i>	The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	Yes
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	Yes
<i>Priority:</i>	High
<i>Target Attainment:</i>	Higher than target

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

<i>Source/Collection:</i>	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.
<i>Method of Calculation:</i>	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.
<i>Data Limitations:</i>	The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.
<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
Outcome Measure:	Percent of Historical Items Maintained in Usable Condition
<i>Short Definition:</i>	Historical items maintained in usable condition expressed as a percentage during the fiscal year quarter of total items in the Capitol historical collection.
<i>Purpose/Importance:</i>	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.
<i>Source/Collection:</i>	This measure is derived from the agency database of historical artifacts which is continually updated by the Curatorial staff.
<i>Method of Calculation:</i>	The measure will be calculated by taking the number of items in use or in usable condition in the warehouse awaiting use during a fiscal year quarter, divided by the total number of items in the collection.
<i>Data Limitations:</i>	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.
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	Yes
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	Yes
<i>Priority:</i>	Medium

Target Attainment: Higher than target

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

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

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

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

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

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

Calculation Type: Non-cumulative.

Key Measure: No

New Measure: No

Percentage Measure: Yes

Target Attainment: Higher than target.

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

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

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

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

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

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

Data Limitations: None

Calculation Type: Cumulative

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

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

Efficiency Measures: Cost Per Building Square Foot of Custodial Care

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

Efficiency Measure: Cost Per Acre of Grounds Care

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

<i>Method of Calculation:</i>	This measure will quantify the costs of performing grounds services and divide that by the number of maintainable acreage.
<i>Data Limitations:</i>	None
<i>Calculation Type:</i>	Non-cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	High
<i>Target Attainment:</i>	Lower than target

Efficiency Measure:	Average Hours of Hours to Respond to a Service Request
<i>Short Definition:</i>	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.
<i>Purpose/Importance:</i>	This measure quantifies the agency's ability to efficiently respond to service requests from building occupants and users.
<i>Source/Collection:</i>	The data will be derived from reports of the facilities management system controlled by the Facilities Management Division of the agency.
<i>Method of Calculation:</i>	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.
<i>Data Limitations:</i>	None
<i>Calculation Type:</i>	Cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	High
<i>Target Attainment:</i>	Lower than target

Explanatory Measure:	Percent of Facilities Contract Terms Met
<i>Short Definition:</i>	Percentage of surveyed Facilities Division contract requirements performed per the terms of the contract.
<i>Purpose/Importance:</i>	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, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, and on their grounds.
<i>Purpose/Importance:</i>	This measure quantifies the amount of housekeeping work being performed by the agency as a result of requests from building occupants and users.
<i>Source/Collection:</i>	This measure will be derived from reports of the facilities management system controlled by the Facilities Management Division of the agency.
<i>Method of Calculation:</i>	The measure will be calculated by totaling the number of service requests.
<i>Data Limitations:</i>	Temporary failure of facilities management system.
<i>Calculation Type:</i>	Cumulative
<i>Key Measure:</i>	No
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	No
<i>Priority:</i>	Medium
<i>Target Attainment:</i>	Higher than target
Output Measure:	Number of Preventive Maintenance Tasks Completed
<i>Short Definition:</i>	Total number of preventive work orders completed in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, the Bullock Texas State History Museum, the Governor's Mansion, Texas State Cemetery and on their grounds.
<i>Purpose/Importance:</i>	This measure quantifies the agency's commitment to providing ongoing preventive maintenance to the buildings in order to minimize the risk of major repairs and/or replacements to the critical equipment.
<i>Source/Collection:</i>	The measure will be derived from reports of the facilities management system controlled by the Facilities Management Division of the agency.
<i>Method of Calculation:</i>	The measure will be calculated by summing the number of preventive maintenance work orders completed.
<i>Data Limitations:</i>	Temporary failure of facilities management system.
<i>Calculation Type:</i>	Cumulative
<i>Key Measure:</i>	Yes
<i>New Measure:</i>	No
<i>Percentage Measure:</i>	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
<i>Short Definition:</i>	Number of school-aged groups who take tours at the Capitol Visitors Center conducted by the Visitors Center staff.
<i>Purpose/Importance:</i>	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.
<i>Source/Collection:</i>	The data will be maintained by the Visitors Center staff using a computerized scheduling system.
<i>Method of Calculation:</i>	This measure will be calculated by summing the number of school-age tours conducted at the Visitors Center.
<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

Output Measure:	Number of Persons Participating in Capitol Tours
<i>Short Definition:</i>	Number of persons who take tours conducted by the Tour Guides
<i>Purpose/Importance:</i>	This measure quantifies the agency's ability to reach visitors to the Capitol and educate them about the history and use of the buildings.
<i>Source/Collection:</i>	The data will be maintained by the staff using a computerized system derived from statistics provided by tour guides.
<i>Method of Calculation:</i>	This measure will be calculated by summing the persons taking tours conducted at the Capitol.

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

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

Output Measure: Number of Visitors to the Capitol Visitors Center

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

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

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

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

Data Limitations: Staff error.

Calculation Type: Cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

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

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

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

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

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

Data Limitations: Temporary failure of scheduling system.

Calculation Type: Cumulative

Key Measure: Yes

New Measure: No

Percentage Measure: No

Priority: Medium

Target Attainment: Higher than target

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

Explanatory Measures: Revenue received from Museum operations

Short Definition: Total revenue generated by Museum operations.

Purpose/Importance: Revenue generated by Museum operations fund the institution which was originally envisioned to be self-supporting.

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

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

Data Limitations: None

Calculation Type: Non-cumulative

Key Measure: No

New Measure: No

Percentage Measure: No

Priority: High

Target Attainment: Higher than target

Explanatory Measures: Number of visitors to the Museum

Short Definition: Total number of visitors to Museum.

Purpose/Importance: This measure quantifies the Museum's ability to maintain projected levels of Museum visitation. Attendance drives earned income generated from ticket sales, food and store sales for Museum operations.

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

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

Data Limitations: Intermittent computerized ticketing and registration system failure.

Calculation Type: Non-cumulative

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
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<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
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<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 measures quantifies the agency's ability to enhance proceeds from revenue sources which are used for educational purposes and the preservation of the buildings and their contents.

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

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

Data Limitations: Accounting system failure. Staff error

Calculation Type: Non-cumulative

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 website;
- 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 eighty-six (86) contracts to certified HUB vendors in FY 21. Notable FY 21 HUB contracts include security traffic barrier maintenance services, museum exhibit graphics production and installation, interior painting services, HVAC maintenance projects, as well as significant HUB subcontractor participation on several large construction projects.

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 continues to see a low HUB bidder response rate on competitively bid projects. 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 21 the purchase of products for this auxiliary enterprise accounted for 49% of the agency's HUB reportable commodities contracts and 17% 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 that provides a vital source of revenue for the agency.

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 Capitol Visitors Center (CVC) located in 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.

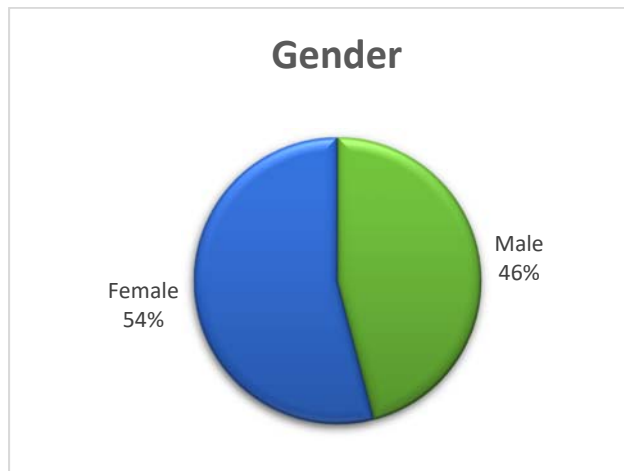
II. CURRENT WORKFORCE PROFILE

Workforce Demographics

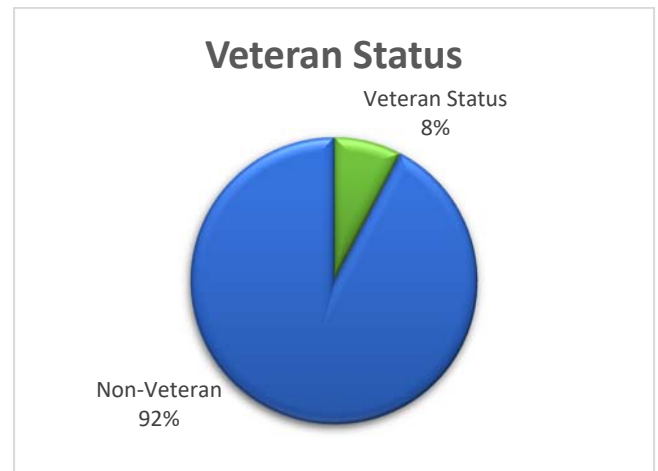
As of May 31, 2022, the State Preservation Board had a total headcount of one hundred and eighty-three (183) employees. The graphics on the following pages profile the agency's workforce, including both full-time and part-time classified regular employees (*does not include temporary or seasonal positions*). The agency's workforce is nearly evenly divided among females and males, with 54 percent female and 46 percent male. Forty-eight percent of the agency's staff is 50 years or older and 8 percent are military veterans. Employee tenure with the agency breaks down as follows:

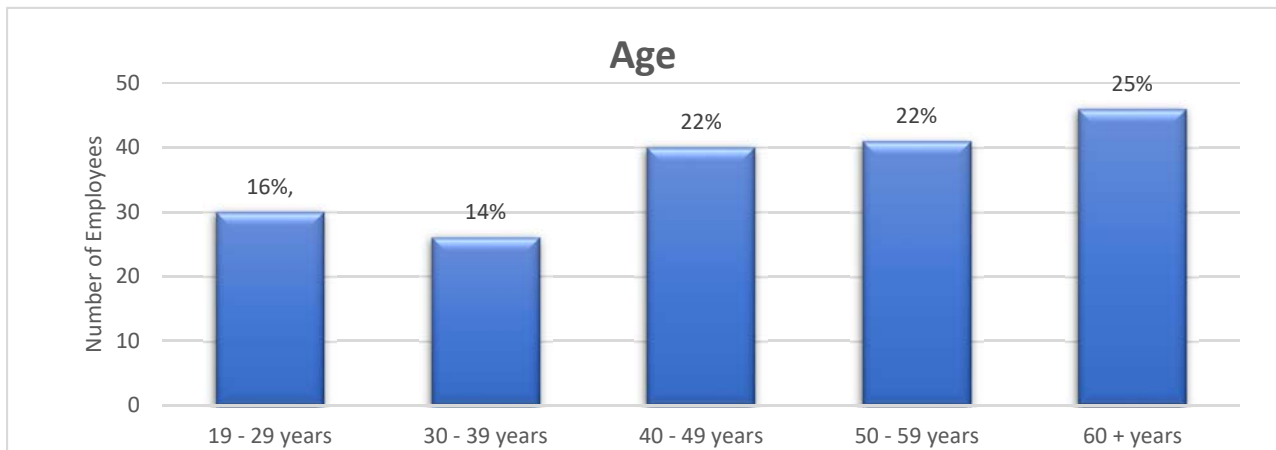
- 54% of the workforce has 5 years or less tenure with the agency;
- 19% has 6 - 10 years of experience; and
- 27% of employees have 11 or more years of service with the agency and broad institutional knowledge.

Workforce Breakdown

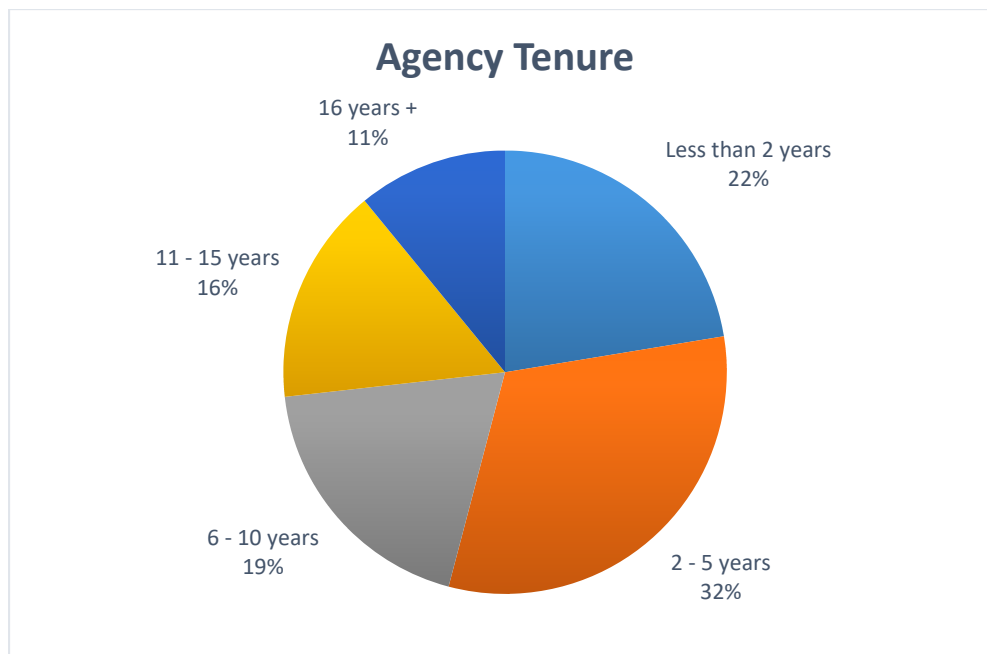


Source: Uniform Statewide Payroll System





Source: Uniform Statewide Payroll System



Source: Uniform Statewide Payroll System

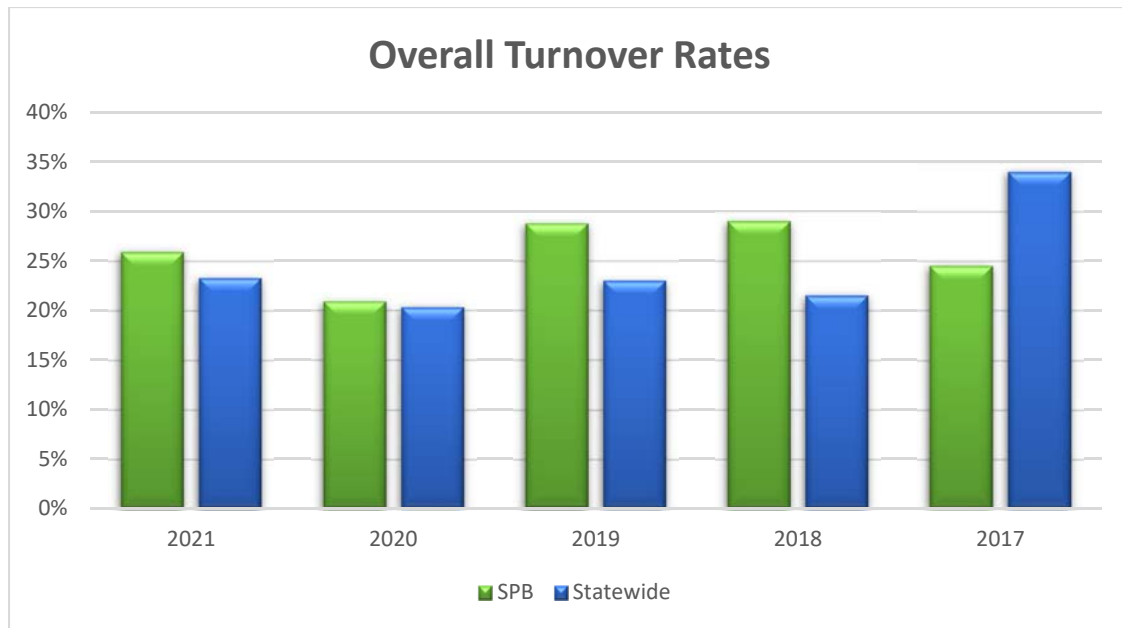
Employee Ethnicity by EEO Job Category

Job Category	Total Positions	African American	Hispanic	Female
Officials/Administration	15	7%	13%	47%
Professional	50	6%	14%	66%
Technical	5	5%	20%	0%
Administrative Support	72	8%	21%	65%
Service/Maintenance	18	6%	72%	61%
Skilled Craft	21	10%	29%	0%
Paraprofessionals	1	0%	0%	100%
Protective Service	1	0%	0%	0%

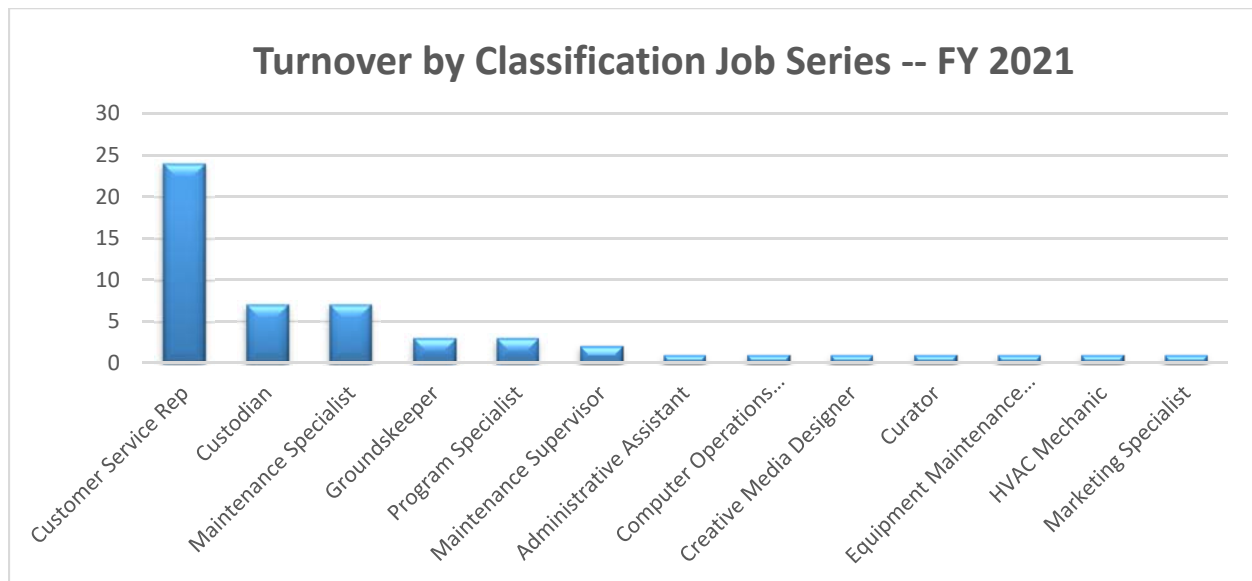
Source: Uniform Statewide Payroll System

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 2021, the majority of the agency's turnover (72%) was in the low-paying Customer Service Representative, Custodial, and Maintenance positions. These positions are predominately represented in the Capitol and Museum facilities Divisions 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 seasonal 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)



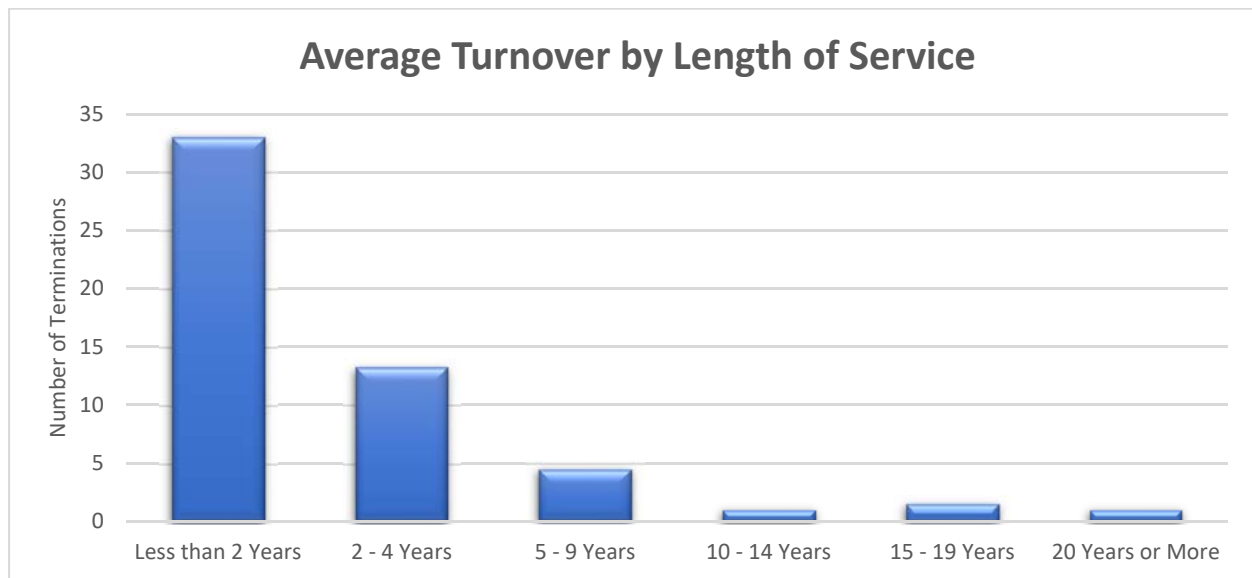
Source: SAO Electronic Classification Analysis System (E-Class)

Consistent with the majority of the agency's turnover coming from entry level positions, in FY 2021, 39 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 the Agency

FY	Total Terminations	Less than 2 Years	2 - 4 Years	5 - 9 Years	10 - 14 Years	15 - 19 Years	20 Years or More
2021	53	25	17	8	1	1	1
2020	47	38	6	3	0	0	0
2019	55	30	13	5	1	4	2
2018	62	39	17	2	2	1	1

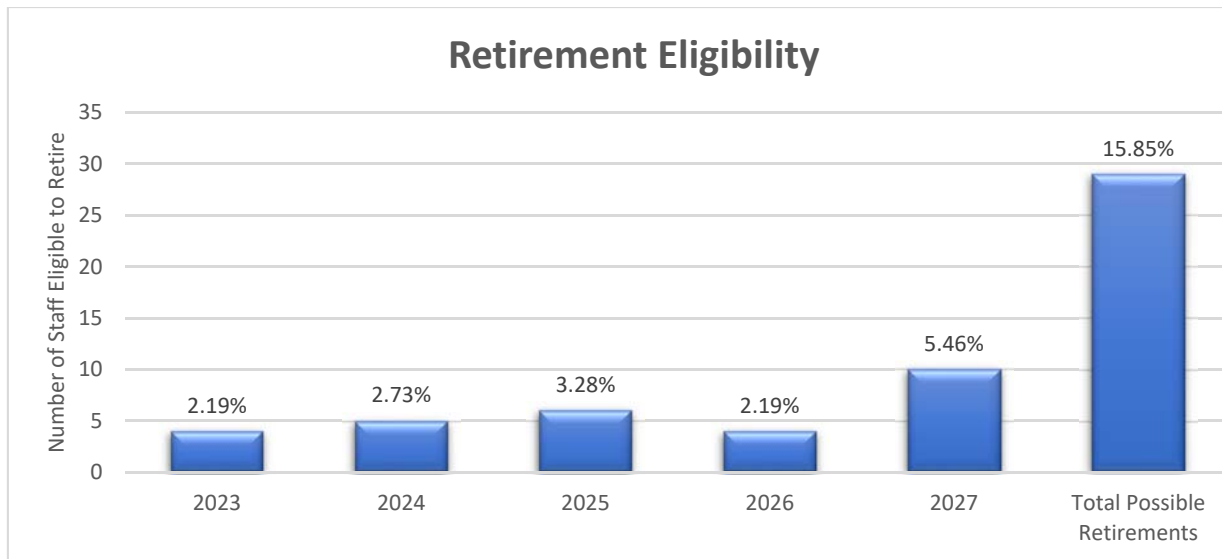
Source: SAO Electronic Classification Analysis System (E-Class)



Source: SAO Electronic Classification Analysis System (E-Class), FY 2018 to FY 2021.

Retirement Eligibility

During this workforce planning cycle, twenty-nine (29) employees, or 15.85 percent of the agency's workforce, will have achieved retirement eligibility under the "Rule of 80". 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.



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. SPB continues to address feedback provided in the 2020 survey. The SPB enjoyed a 72.8% 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 SPB 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 2023 - FY 2027 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 in response to the Mobility Challenge.

Action Steps (ongoing)

- Identify job classifications 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)

- 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 Capitol Visitors Center (CVC) located in 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.

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 agency 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, 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 2022-2023 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	<ul style="list-style-type: none"> not applicable 	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 2020 - June 2022

A. State Preservation Board Capitol Complex Customer Survey: Capitol, Capitol Extension, Gift Shops, and Visitor Parking Garage

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>.

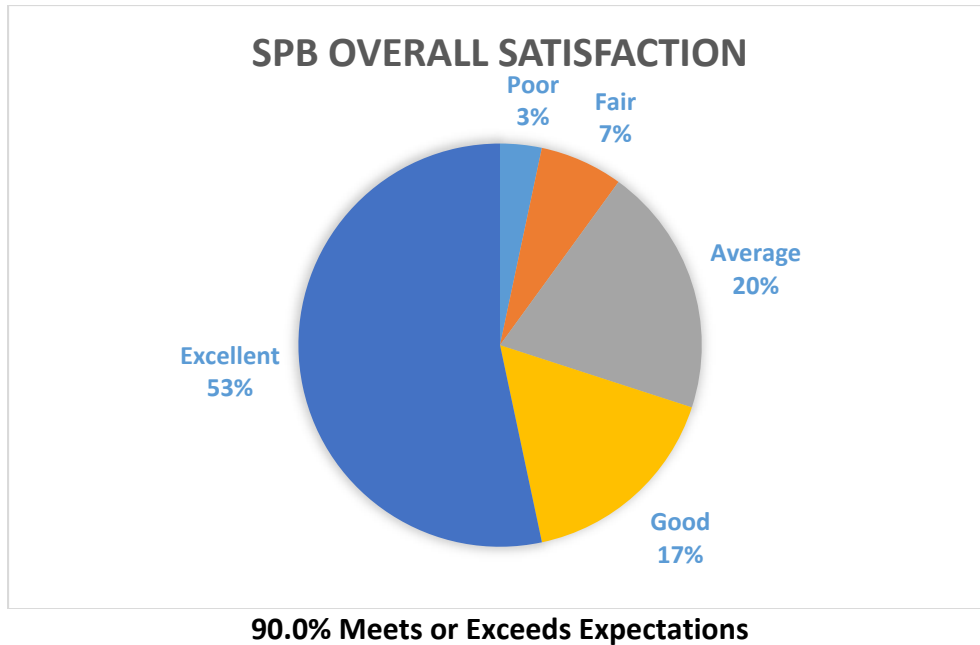
Before delving into the summary of survey results, it is important to note two things: First, the sites managed by the SPB are largely driven by tourism, including droves of visiting school groups. Therefore, the COVID-19 pandemic had a significant impact on the collection of the data below. While all SPB sites have opened back up to the public and tours have resumed within the past year or so, overall numbers are skewed lower than normal in this particular report due to the necessary shut-downs experienced across all SPB sites.

Second, regarding complaints, the vast majority are resolved the same day by division supervisors or directors, regardless of the medium in which the complaint is received. However, a handful of online complaints received in recent years dealt with sensitive subject matter, 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 previously, is usually the same day as receipt of the complaint.

Summary of Survey Results

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	Percent Meets or Exceeds Expectations
Facilities						
*Access, Office Location, Signs, Cleanliness	1	0	0	4	19	95.8%
Agency Staff						
*Employee Courtesy, Friendliness, Knowledge, Identification	0	0	0	5	18	100.0%
Quality of Customer Service	1	0	0	4	17	95.5%
Communications						
*Telephone Access, Hold time, Transfers, Live Person, Letters, Email, Text message, Mobile	1	0	1	1	11	92.9%
Internet Site						
*Ease of Use, Mobile Access, Information, Accessibility	0	0	2	6	11	100.0%
Complaint Handling Process						
*Easy to File, Timely Response	0	0	1	1	8	100.0%
Ability To Timely Serve						
*Amount of Wait Time	0	0	0	0	15	100.0%
Printed Information						
*Accuracy of Information	1	0	1	5	13	95.0%
Gift Shop						
Staff: Prompt, Courteous, Knowledgeable	0	0	2	1	4	100.0%
Products: Selection, Quality	0	0	1	2	4	100.0%
Products: Pricing	0	0	3	0	4	100.0%
Store: Cleanliness, Well-Stocked	0	0	1	0	6	100.0%
Parking						
Convenience	0	0	0	1	5	100.0%
Overall Rating						
*Overall Satisfaction	1	2	6	5	16	90.0%
TOTAL	5	2	18	35	151	96.7%

*Statutorily identified customer service quality element



Measures:

- Average of **90.0% overall customer satisfaction** by customer respondents.
- **18.2% of surveys contained a complaint.**
- The average **complaint response time was 2.1 business days.**
- For this survey, there were **56 customer respondents.**
 - 26 surveys were completed by customers who were part of a school field trip.
 - 30 surveys were not related to school field trips.
- This survey has a **response rate of 2.4%**, which is based on surveys solicited from school groups since the SPB does not solicit surveys from non-school visitors.
- The Capitol Complex normally averages over **1,000,000 visitors annually.** However, the average from the past two years is **606,256 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 at varying times throughout the year. At the conclusion of each tour, Visitor Services staff members offer visitors and teachers a response card so that they may submit their feedback and comments online at <http://www.tspb.texas.gov/spb/surveys/index.html>.

All survey responses are reviewed by Visitor Services supervisors. 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.

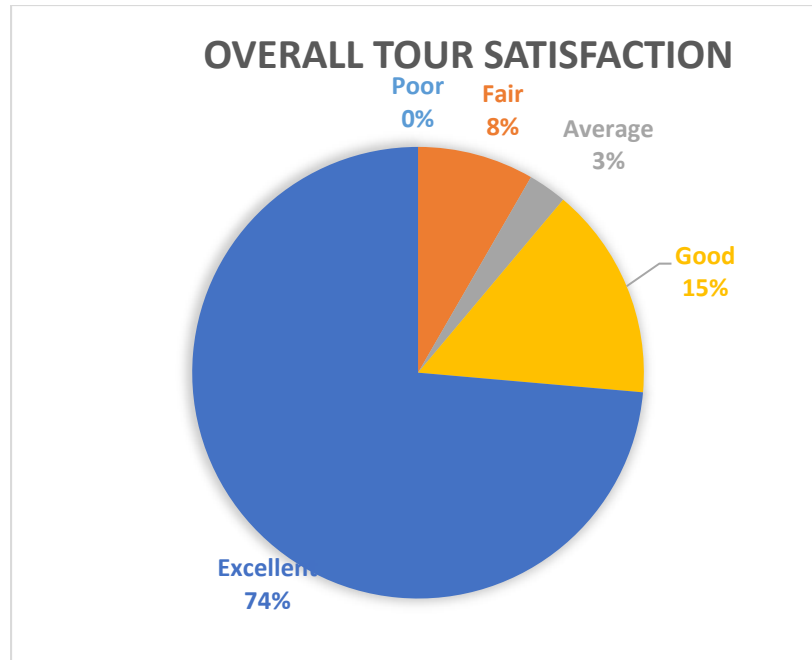
Summary Of Survey Results

Tours at the Capitol

	Poor	Fair	Average	Good	Excellent	Percent Meets or Exceeds Expectations
Courteous & Knowledgeable	0	1	0	0	15	93.8%
Effective & Age Appropriate	0	1	0	0	12	92.3%
Educational & Engaging	0	1	0	1	11	92.3%
Satisfied	0	0	0	0	3	100.0%
Total	0	3	0	1	41	93.3%

Tours at the Capitol Visitor Services

	Poor	Fair	Average	Good	Excellent	Percent Meets or Exceeds Expectations
Courteous & Knowledgeable	0	1	0	5	2	87.5%
Effective & Age Appropriate	0	1	1	3	3	87.5%
Educational & Engaging	0	1	1	2	7	90.9%
Total	0	3	2	10	12	88.9%



91.7% Meets or Exceeds Expectations

Measures:

- Average of **91.7% overall customer satisfaction** by customer respondents.
- **2.6% of surveys completed by those who took school tours contained a complaint.**
- The average **complaint response time was the same business day.**
- For these surveys, there were **39 customer respondents total.**
- This survey has a **response rate of .6%.**
- Combined, Visitors Services normally conducts over **12,500 tours annually** at both the Capitol and the CVC for school groups and the public alike. However, from the past two years the total is **6,751 tours.**
- On average, **approximately 304,000 people per year participate in a tour** at the Capitol and the CVC. During the past two years, there were **167,365 participants.**
- 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.

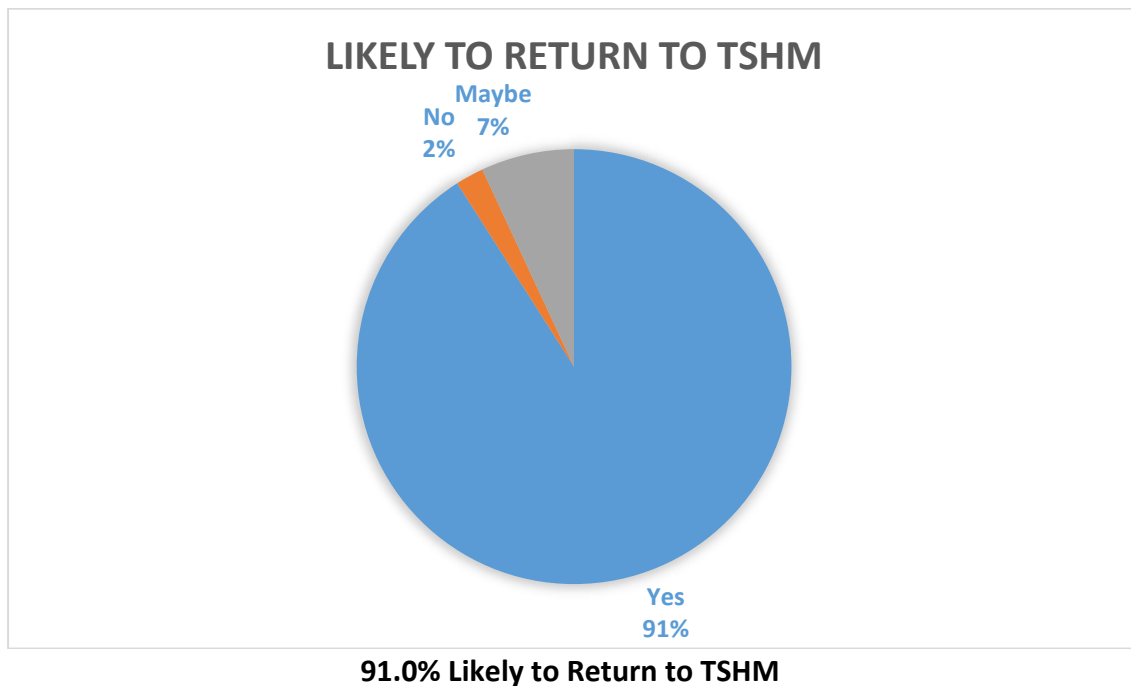
Surveying is performed online on a rolling basis. Participants in education services at the museum are sent a link to a survey following their in-person or virtual visit to the museum. The

survey measures multiple aspects of the educational experience, including favorite parts of the museum experience, if they viewed a movie in the TSHM theaters, if their visit hit their curriculum goals. For the virtual programs, teachers are asked about their learning goals, if the quality of the experience was satisfactory, and if they plan to participate again. 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

Customer Type	Yes	No	Maybe	Percent Likely to Return
School Groups	109	7	12	85.2%
Distance Learning	324	3	21	93.1%
Totals	433	10	33	91.0%



School Groups Likely to Return:

- **91.0% of respondents would return to TSHM or reuse TSHM school programs.**
- Main reasons for **9% of respondents possibly not returning or unsure of return** to TSHM:
 - School's schedule
 - School's budget
 - Dependent on relevance of future exhibits
- For these surveys, there were **476 customer respondents** total.
- This survey has a **response rate of 58.5%.**
- TSHM typically serves over **520,000 visitors annually.** The average from the past two years was **approximately 180,000 visitors.**
 - Approximately **86,200 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

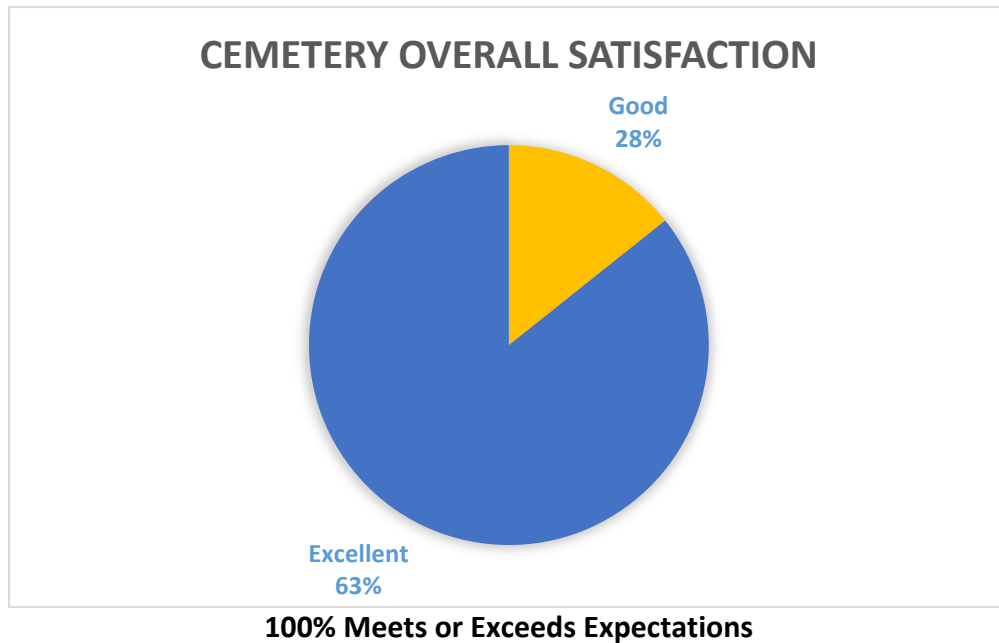
The Texas State Cemetery became an SPB-managed and maintained property in September 2015. In recent years, the SPB Visitor Services staff was tasked with restructuring and refining tours at the Cemetery. Since this assignment, school tours and public tours of the Cemetery have been greatly improved. 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 Cemetery now back 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 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 allows users to filter reviews based on commonly used phrases for that location. In the case of the Cemetery, common phrases include "great history," and "grounds are beautiful."

Summary Of Survey Results

TripAdvisor:

Year	Poor	Fair	Average	Good	Excellent	Percent Meets or Exceeds Expectations
2020	0	0	0	0	2	100.0%
2021	0	0	0	0	1	100.0%
2022 (Sept - May)	0	0	0	1	1	100.0%



Measures:

- Average of **100% overall customer satisfaction** by customer respondents.
- For this survey, there were **5 customer respondents**.
- A response rate for this survey is not applicable since the survey is not conducted by the SPB.
- The Texas State Cemetery averaged approximately **43,000 visitors** and conducted nearly **400 tours over the past year**.
- Cost is **\$0.00 per survey** since these surveys are not implemented by the SPB.

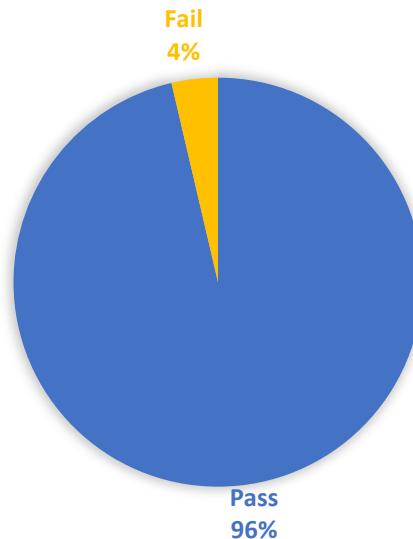
E. Facilities Maintenance for the Capitol and Capitol Extension

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

	No. Solicited	No. Responded	Satisfied - Pass	Satisfied - Fail	Percent Pass	Percent Responded
FY 2021	263	54	52	2	96.3%	20.5%
FY 2022 (Sept - May)	101	28	27	1	96.4%	27.7%

FACILITIES OVERALL SATISFACTION



96.3% Overall Satisfaction

Measures:

- Average of **96.3% overall customer satisfaction** by customer respondents.
- For this survey, there were **82 customer respondents** of **364 solicited**.
- This survey has a **response rate of 22.5%**.

- 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 **\$3.11 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 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 been navigating how to provide the best customer service during the Covid-19 pandemic. Of course, it is extremely difficult to provide excellent customer service when the customer base is so drastically diminished. In the case of the SPB, much of the customer base is comprised of tourists, school tour groups, and the general public, therefore there were periods of time where the agency had practically no customers to serve.

Regardless, the SPB made great strides to continue to find and serve customers even when the physical properties were closed or when tour guides were unavailable to lead tours. For example, at the Capitol building, the Capitol Visitors Center, and the Cemetery, Visitor Services provided "interpretations" that were either staffed or self-guided. These interpretations allowed tourists and scheduled tour groups to safely interact with a limited number of Visitor Services staff or to guide themselves through historical sites and learn the information they would have received from a traditional in-person tour.

Likewise, in response to the Covid-19 pandemic, TSHM staff created a new virtual program for schools, families, and members of the public called Texas History Tuesdays. These livestreams took the content of the already existing distance learning programs and taught them in a different format. The Texas History Tuesday program existed from April 2020-May 2022 and was well-attended. However, now that the museum is open to the public once more, there are no plans to continue the Texas History Tuesday program at this time.

Based on the results from this report, the SPB has identified the main area for improvement in customer satisfaction is enhancement of the tour experience. The few negative survey comments or recommendations for improvement received by the SPB were related to tours. 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 to help improve the overall tour experience for visitors. These initiatives include training specifically for Spring Tour Season at the Capitol Square and Legislative Session Customer Service training, as well as a two week "Visitor First" training for new Visitor Services staff.

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 2022, 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 customer base continues to grow to pre-pandemic numbers. Though there is no guarantee it will, the recent uptick in visitors to SPB properties is very promising. 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.