



STRATEGIC PLAN 2025-29

TEXAS
HISTORICAL
COMMISSION 
REAL PLACES TELLING REAL STORIES

AGENCY STRATEGIC PLAN | FISCAL YEARS 2025-29

BY THE TEXAS HISTORICAL COMMISSION

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Garrett K. Donnelly, Secretary	2018-29	Midland
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Lilia M. Garcia	2018-27	Raymondville
David A. Gravelle	2018-27	Dallas
Ted Houghton	2023-29	El Paso
Laurie E. Limbacher	2018-29	Austin
Tom Perini	2011-27	Buffalo Gap
Gilbert E. "Pete" Peterson, III	2007-25	Alpine

June 2024

Signed: 
Executive Director


Approved: 
Commission Chair

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I. | STRATEGIC PLAN

I AM humble beginnings *and* spectacular finishes. *I am the resting place of countless*
HEROES *and the birthplace of innumerable* **DREAMS.**

I am the echo of long-ago words *still ringing in the room* where they were spoken.

I am a silent field **HALLOWED** *by valiant blood. I am the marker on an empty stretch of highway*

that lets you know Destiny visited here. *I am the scene of the crime, and the seat*

where it was brought to justice. *I am the fertile soil from which* **LEGENDS**

GROW. *I am the understanding of* WHAT MADE US WHAT WE ARE, *and the* HOPE

OF WHAT WE CAN BECOME. *I am the reminder to our generation that we* stand

on the SHOULDERS OF GIANTS. *I am a stake driven in the ground that says,*

"Here we choose to **REMEMBER,** *and we will* never forget."

I am the Texas Historical Commission.

I save the REAL PLACES *to tell the* REAL STORIES *of*

TEXAS.

TEXAS
HISTORICAL
COMMISSION 
REAL PLACES TELLING REAL STORIES

A. | INTRODUCTION

The Texas Historical Commission has advanced the interests of Texas' cherished historic places and the communities they serve, effectively utilizing the financial and historic resources entrusted to the agency. As we reach the midpoint of the 2024–25 biennium, communities large and small across the Lone Star State celebrate economic benefits and jobs supported by the THC's work to preserve, rehabilitate, and steward historic properties.

In the early days of fiscal year 2024, the THC welcomed Presidio La Bahía State Historic Site into our family with a celebratory event in Goliad. With the 2024 additions of the Iwo Jima Museum and Monument in Harlingen and Stephen F. Austin Memorial in West Columbia, the roster of our 38 state historic sites has become significantly more complex, demonstrating the diversity and breadth of Texas' rich history.

In early 2024, the agency launched updated versions of its website and Texas Historic Sites Atlas, utilizing flexible and cutting-edge digital platforms designed to provide businesses, academics, and professionals with comprehensive information to enhance research and investment. These user-friendly and comprehensive resources benefit a wide range of stakeholders.

Several communities—Bandera, Brenham, Buffalo Gap, Clifton, Rockport, San Augustine, and San Elizario—were selected to participate in the Smithsonian Institution's innovative Museum on Main Street program. In late 2024 and 2025, they will welcome a traveling exhibit that focuses on a single topic of broad national interest while also showcasing the communities' unique history and heritage. This opportunity was facilitated by the collaborative efforts of our staff, who worked closely with these communities to highlight their distinct histories and cultural identities, ensuring that each exhibit resonates with residents and visitors alike.

As spring 2024 passed into summer, two communities affected by recent challenges have healed and found peace. At Caddo Mounds State Historic Site near Alto—which was ravaged by an F3 tornado in 2019 during a Caddo Nation (now located in Oklahoma) cultural festival—the THC, with the immediate support of the legislature, has opened a new museum to replace the one destroyed by that disaster. The May 2024 reopening celebration was a testament to the tireless efforts of both the Caddo Tribe members and THC staff to rebuild and restore in the aftermath of disaster.

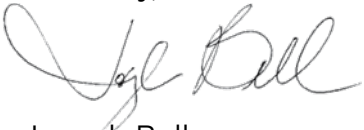
In Mason, a community came together to rededicate its historic county courthouse, fully restored to its former glory after a devastating 2021 arson. Prompt action by the legislature and a careful project guided by the THC's skilled consultants and preservation standards have allowed the courthouse to return to full service this summer—a triumph for the community.

As FY 2024 nears its end, the agency looks forward to building on last year's success. In FY 2023, 827,627 people visited the THC's state historic sites, the highest number of visitors to date. In FY 2023, we certified 53 state tax credit projects, with qualified rehabilitation expenses totaling \$222 million. We are projected to certify 74 state tax credit projects in FY 2024, with qualified rehabilitation expenses of \$410 million. These achievements would not have been possible without the passion, creativity, and hard work of our staff, who continuously strive to share the rich tapestry of Texas' history with the world.

(Continued)

Together, our staff of dedicated educators, archeologists, historians, communicators, IT professionals, and more inspire new generations of Texans about the unique history of Texas—and the people, places, and beliefs that have made the Lone Star State the envy of the world. Our architects, consultants, and educators are equipped with the latest practices and technologies, and their work will be amplified across our international networks of scholars, developers, and businesses to inspire new generations to preserve the real places that tell the real stories of Texas.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph Bell". The signature is fluid and cursive, with a large initial "J" and "B".

Joseph Bell
Executive Director, Texas Historical Commission

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

MISSION

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

PHILOSOPHY

The Texas Historical Commission (THC) enriches lives through history by saving the real places that tell the real stories of Texas. We are in the business of preserving and leveraging Texas' diverse history for the social and economic benefit of its residents by:

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



A large crowd gathers to celebrate the historical marker unveiling for beloved community icon, the Broken Spoke dance hall in Austin.

VALUES

Values are beliefs that are shared among the staff and leadership of the agency and are woven into our day-to-day work, in the projects we accomplish, and in the decisions we make. We share the following key values with all preservation partners in Texas, as articulated in *Preservation Connection: Texas' Statewide Historic Preservation Plan*:

- **Quality of Life:** Historic places enhance the general well-being of individuals and communities.
- **Authenticity:** We focus on telling the real stories of the state's history through the people, places, structures, objects, and traditions that convey them authentically.
- **Cultural Diversity:** We preserve the places and stories of Texas' rich cultural heritage and communities.
- **Partnerships:** We work together across cultures, interests, and disciplines to achieve mutually beneficial goals.
- **Communication:** We keep people informed and develop strong lines of communication internally and externally with partners and stakeholders.

The Texas Historical Commission shares the key values of quality of life, authenticity, cultural diversity, partnerships, and communication among staff and leadership.

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

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



Restored courthouses are community centerpieces, such as the Shackelford County Courthouse in Albany, which often hosts events—and sometimes members of the Official State of Texas Longhorn Herd!

STATUTORY BASIS

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

- Texas Government Code, Chapter 442 directs the THC to provide leadership and coordinate services in the field of historic preservation.
- Texas Local Government Code, Chapter 318 establishes County Historical Commissions and sets forth their responsibilities for carrying out preservation efforts within counties.
- Texas Natural Resource Code, Chapter 191 (Antiquities Code of Texas) directs the THC to act as custodian of all cultural resources, historic and prehistoric, within the public domain of the state, and requires an antiquities permit for projects undertaken on state or locally controlled land.
- Texas Health and Safety Code, Chapter 711 provides general provisions relating to cemeteries, including protection from vandalism, theft, and desecration, as well as processes for discovery and notice of existence.

Federal laws that govern the agency include:

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

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

AGENCY MAIN FUNCTIONS

The THC's main functions closely match how we organize our internal structure and deliver services. These key functions are:

- **Architectural Heritage Protection and Assistance:** Protect Texas' diverse architectural heritage through state and federally mandated project reviews, technical guidance, and financial assistance through state and federal grants and tax rehabilitation credits for the preservation of historic properties.
- **Archeological Heritage Protection:** Protect Texas' diverse archeological heritage through state and federally mandated cultural resource reviews, historic property management programs, volunteer efforts, and public outreach.
- **Courthouse Preservation:** Provide financial and technical assistance through the Texas Historic Courthouse Preservation Program for critical county courthouse preservation projects.
- **Historic Sites Administration:** Provide interpretive visitor experiences to a wide audience of Texans and visitors at 38 state historic sites and museums. The addition of four historic sites—Bush Family Home, Presidio la Bahia, Iwo Jima Museum and Monument, and Stephen F. Austin Memorial—further expands our broad interpretive focus to the network, telling the diverse stories in Texas history. The Caddo Mounds visitors center opened to the public in May 2024. Planning continues on major development projects at San Jacinto Battleground, Washington-on-the-Brazos, and Levi Jordan Plantation to upgrade, construct, and expand museum facilities. The Historic Sites Division also provides active stewardship oversight to structures, landscapes, and collection items.
- **Development Assistance:** Provide technical assistance to public, private, and nonprofit entities to encourage the process of preservation and revitalization of Main Street cities and Certified Local Governments (CLGs), as well as the promotion and development of heritage tourism and other local, regional, and statewide heritage initiatives.



State Rep. Shelby Slawson, Texas First Lady Cecilia Abbott, and State Sen. Brian Birdwell (pictured left to right) pose with schoolchildren in Hamilton during the First Lady's Main Street Tour.

- **Texas Heritage Trail Region Assistance:** Provide financial and technical assistance to develop and promote historic and cultural resources as heritage tourism destinations through the heritage trail region nonprofit entities across the state.
- **Resource Evaluation and Interpretation:** Provide information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources.
- **Holocaust, Genocide, and Antisemitism Awareness:** Combat and confront hatred, prejudice, and indifference by educating all Texans about the Holocaust and other genocides in an effort to dismantle antisemitism and prevent such future atrocities. The Texas Holocaust, Genocide, and Antisemitism Advisory Commission advises the Texas Historical Commission on these issues and efforts.
- **Indirect Administration:** Serve the entire agency and the preservation public through effective leadership, planning, and management; public information and education; and staff services.

ECONOMIC IMPACT AND EFFECTIVENESS OF AGENCY PROGRAMS AND SERVICES

We evaluate our effectiveness through a combination of performance measures, the economic impact of our programs, and our success in training and empowering residents to accomplish preservation in their communities. Our programs consistently demonstrate that historic preservation has a positive impact on the local and state economy.

- Since its inception, the Texas Main Street Program has generated more than \$5.4 billion in reinvestment in Texas downtowns and urban neighborhood commercial districts, supported nearly 48,000 downtown jobs, and established more than 11,000 new businesses in historic downtowns.
- Reinvestment in Main Street districts in Texas for FY 2023 totaled more than \$155 million, including \$93 million in private reinvestment dollars. More than 1,185 were supported, and the number of businesses created, expanded, or relocated totaled over 300.
- FY 2023 travel spending in Texas topped \$94.8 billion, supporting an estimated 1.3 million jobs within the travel industry and generating \$9 billion in state and local taxes. Approximately 10.5 percent of these travelers were heritage tourists, and nearly 13 percent of the direct travel spending in the state comes from these heritage tourists.
- The Texas Historic Courthouse Preservation Program (THCPP) has granted nearly \$400 million to just over 100 counties for courthouse planning and restoration work since 1999, generating almost \$300 million in local matches from participating counties, over 16,000 jobs, nearly \$1.2 billion in income, and more than \$1.4 billion in gross state product.

The Texas Main Street Program has supported nearly 48,000 downtown jobs and established more than 11,000 new businesses in historic downtowns.



Following a 2021 arson fire, the Texas Legislature appropriated \$6 million, the THC contributed a \$4.1 million grant through the Texas Historic Courthouse Preservation Program, and other state and local organizations raised funds for a reconstruction of the Mason County Courthouse in Mason. It is slated to be rededicated on July 13, 2024. Photo courtesy of Architexas.

- The Texas Historic Preservation Tax Credit Program, which complements the Federal Rehabilitation Tax Credit, went into effect on January 1, 2015. Between then and February 29, 2024, plans for 649 projects have been reviewed and preliminarily approved by the THC, with qualified rehabilitation expenses of over \$4.6 billion. Of those projects, 432 have been completed and certified, with qualified rehabilitation expenses of over \$3.4 billion.

The Texas Historic Courthouse Preservation Program has generated over 16,000 jobs, nearly \$1.2 billion in income, and more than \$1.4 billion in gross state product.

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS



THC properties such as Landmark Inn State Historic Site in Castroville are popular destinations for school field trips.

- Prior to the state tax credit program, all Texas projects combined under the federal historic tax credit projects totaled \$1.27 billion in private-sector reinvestment through the 40 years of the program. Now, many projects utilize both the state and federal tax credits together. Of the 432 projects certified for the state credit, projects at 160 buildings have also been certified for the federal credit, with qualified costs of \$2.7 billion.
- In FY 2023, 827,627 people visited the THC's state historic sites. Historic sites visitation has grown with increased on-site programming. Visitation has increased by more than 35 percent since FY 2021 and continues to be strong. Earned revenue from the visiting public has increased, providing much-needed financial support to the sites. Each site supports heritage tourism efforts and planning goals within local economies.

Agency programs focus on training and educating people and organizations to carry out successful local preservation endeavors. THC services bolster volunteerism, in-kind donations, and the acquisition of private funds for local programs that the agency facilitates and supports.

- Volunteers have contributed more than 2.1 million hours on activities in their local Texas Main Street cities.
- In the past 25 years, the heritage regions of the Texas Heritage Trails Program (THTP) have raised more than \$4.5 million in regional cash contributions, nearly \$5.7 million in in-kind contributions to fund their operations, and more than 142,000 hours have been contributed by volunteers.
- During 2021–22, County Historical Commissions in Texas reported an annual average of 3,093 appointees, donating 284,000 hours of service for 2021 and 324,000 hours for 2022. Archeological stewards logged 23,468 and 20,605 volunteer hours in FY 2022 and FY 2023, respectively.
- Staff and archeological stewards trained over 5,000 individuals in archeological preservation in FY 2022, accounted for over 708 volunteer-directed archeology projects, and distributed more than 42,000 materials about archeology. In FY 2023, 6,011 people were trained, there were 674 volunteer-directed projects, and 45,040 materials were distributed.
- Sixteen Friends of State Historic Sites groups and partner organizations provide financial and volunteer support to the agency's sites and museums, assisting those properties through advocacy and stewardship efforts statewide.
- In addition to Friends groups, community service volunteers at state historic sites gave 29,719 hours in FY 2022 and 29,358 hours in FY 2023.

Gifts to the Friends of the Texas Historical Commission help fund capital projects such as the expansion of Bush Family Home State Historic Site; education programs such as the annual Real Places conference and Preservation Scholars Program; and stewardship programs such as the Texas Historic Courthouse Stewardship Program, Texas Archeological Stewardship Network, and Friends Alliance Program.

The THC manages the public demand for its programs and services and continues to seek ways to improve its efficiency. The agency:

- Completed 21,020 cultural resource reviews in FY 2022 and about 18,852 in FY 2023. Conducted 99 percent of federal and state archeology reviews in less than 30 days in FY 2022–23.
- Facilitated 30 nominations in FY 2022 to the National Register of Historic Places, resulting in 1,030 properties being listed; facilitated 28 nominations in FY 2023 to the National Register of Historic Places, resulting in 822 properties being listed.
- Designated 75 Historic Texas Cemeteries in FY 2022 and 86 in FY 2023. Worked with 78 Certified Local Governments (CLGs).
- In FY 2023, the agency website, thc.texas.gov, received nearly 2 million visitors. The heritage tourism website TexasTimeTravel.com, which represents the 10 Texas Heritage Trail Regions, attracted more than 368,743 unique visitors in FY 2023. As of March 2024, THC email newsletters have over 361,000 subscribers, while more than 403,000 people follow the THC’s social networks.
- Since 2021, four state historic sites have been added to the network of properties, growing the number to 38 and providing a broader representation of Texas history and opportunities to serve the public. Additional sites are under review to potentially join the network of state historic sites.

The agency manages essential grant programs for historic preservation, supporting local building rehabilitation and restoration projects, archeological collections, small history museums, heritage tourism development, historic and cultural resource surveys, and educational and interpretative projects, among many other worthwhile endeavors. The success of these grant programs in helping to accomplish local projects cannot be overstated. Often, the THC provides a nominal amount of seed funding that serves as an important piece of a larger funding effort.



Bush Family Home State Historic Site in Midland is a recent addition to the THC network of sites.

B. | AGENCY MISSION AND OVERVIEW OF FUNCTIONS

- The Texas Preservation Trust Fund Grant Program (TPTF) received 29 initial applications for FY 2023, requesting nearly \$800,000 in awards for projects in the Architecture, Archeology, and Heritage Education categories. In October 2022, the THC awarded \$271,275 in matching grants to 12 projects across all three categories. In February 2023, the THC received 36 initial applications for the FY 2024 grant cycle. Beginning this fiscal year, the TPTF Grant Program began awarding special earmarked funds to eligible projects located within the TxDOT Amarillo District (Panhandle area) and the City of Dallas due to respective mitigation efforts. Of these initial applications received, 29 requested over \$800,000 in regular TPTF grant funds; five requested over \$500,000 for projects located in the City of Dallas; and two requested over \$200,000 for projects in the Panhandle area. On September 1, 2023, the TPTF increased its overall funding available for each fiscal year of the biennium from \$248,275 to \$330,000. This change was made possible by the Texas Legislature, General Appropriations Act, 88th Leg, R.S. In October 2023, the THC awarded \$317,200 in regular TPTF grants to 12 projects across the Architecture and Heritage Education categories. An additional \$536,275 of mitigation funds was awarded to four Architecture projects in the City of Dallas. For the FY 2025 grant cycle, which opened in December 2023, individual grant awards increased from \$30,000 to \$50,000 to address rising labor and materials costs across the building industry. Each year of the biennium, the demonstrated need from applicants far exceeded the available grant funding.
- The THC received \$12,518,047.00 in grant funds from the National Park Service to address damage to historic properties from Hurricane Harvey. Forty-four planning or rehabilitation projects are underway or have been completed using the Harvey, Irma, and Maria Emergency Supplemental Historic Preservation Fund grant administered by THC staff. Work under the grant will be completed by the end of FY 2024.



The City of Seguin received a \$30,000 planning grant from the Texas Preservation Trust Fund to create a preservation master plan for the Sebastopol House. Photo credit: City of Seguin.

- Ten percent of the agency's annual federal appropriation is allocated for preservation grants to Certified Local Governments (CLGs). In FY 2023, over \$178,000 was granted to six CLGs. In FY 2024, \$179,595 was awarded to nine CLGs for grant projects with an additional \$30,000 to support national training for 25 preservationists representing 13 CLGs.
- In 2023, the Texas Holocaust, Genocide, and Antisemitism Advisory Commission provided 12 non-profit matching grants, totaling \$340,000 to advance Holocaust, genocide, and antisemitism education throughout the state.

The THC also derives great benefit from funds raised by the Friends of the Texas Historical Commission. This 501 (c) (3) organization partners with individuals, foundations, and corporations to provide additional resources from the private sector for the agency's programs and projects.

- The Friends continues to primarily focus on raising restricted programmatic and capital funds for priorities identified by the THC. During FY 2021-22 and FY 2022-23, the Friends raised approximately \$4.31 million in total gifts, of which over \$3.99 million was restricted toward THC programs and projects. Current capital campaign efforts include site improvements at the education center building at Caddo Mounds State Historic Site, additions to Goodnight Ranch State Historic Site, and site improvements at Eisenhower Birthplace State Historic Site.

TEXAS HISTORIC REHABILITATION TAX CREDITS

The relative ease of use of the Texas Historic Preservation Tax Credit (THPTC), enacted in 2013, has driven significant increases in historic preservation projects across the state. Between January 1, 2015, when the program began accepting applications, and February 29, 2024, the THC received initial applications for 964 projects. This initial application, Part A, determines or verifies that a building is historic and, therefore, eligible to participate in the program. Part B applications, which present proposed plans, have been reviewed and approved for 649 projects. These projects represent qualified rehabilitation expenses of over \$4.6 billion in historic resources. There have been 432 completed projects that have been certified, with qualified rehabilitation expenses of over \$3.4 billion. The state tax credit has generated almost 90,000 Texas jobs, about \$6.18 billion in state income, and over \$7.8 billion in gross state product.

Use of the Federal Rehabilitation Tax Credit, enacted in 1976 and improved in 1986, has increased as a result of the state credit. In FY 2013, agency staff reviewed plans for 15 federal tax credit projects, resulting in \$259 million in private investment. In contrast, between January 1, 2015 and February 29, 2024, plans for 299 federal tax credit projects were reviewed, with estimated rehabilitation expenses of nearly \$2.9 billion. The remarkable increase in tax credit utilization can be attributed largely to the appeal of using both credits with a potential return for investors of 45 percent of eligible rehabilitation spending. Federal law allows a credit against income taxes owed of up to 20 percent of eligible construction costs, while the state law allows a credit of 25 percent of the eligible rehabilitation expenses taken against the state franchise taxes or state insurance premium taxes owed. Typically, about half of all projects use both programs, while the other half are only eligible for the state credit due to property use or required cost thresholds.

The THPTC can be applied to non-income-producing properties owned and operated by private nonprofits because Texas law allows transfers of credits from an owner with no tax liability to an entity with state tax liability. This makes it straightforward for a variety of project applicants to take advantage of the value of the state tax credit.



The Bellville Turnverein Pavilion is a 12-sided dance and social hall that was returned to productive use as an event venue. The project, which utilized historic preservation tax credits, was recognized with the THC's 2023 Award of Excellence in Historic Architecture.

The federal tax credit was subject to legislative changes in 2017 that affect how it is applied to an applicant's federal income taxes, in a way that may limit the credit's usefulness. As a result, the state historic tax credit program has become more valuable as a key part of financing for many projects across Texas. Credits are processed by the Texas Comptroller and the U.S. Internal Revenue Service, respectively, following project completion and certification of eligibility.

Based on different program requirements for large projects, we may see the certified expenses at different times for the state and federal programs. Federal expenses are claimed at the end of a project, whereas a state project may be broken into smaller applications and claimed as phases are put into service.

The Texas Historic Preservation Tax Credit

has generated almost 90,000 Texas jobs, about \$6.18 billion in state income, and over \$7.8 billion in gross state product.

C. | AGENCY GOALS AND ACTION PLAN

AGENCY OPERATIONAL GOAL:

PROTECT AND PRESERVE HISTORIC RESOURCES

Encourage the protection and preservation of historic and archeological properties by providing leadership, technical expertise, and assistance.

ACTION ITEMS

- ! **Historic Sites Construction and Maintenance Needs:** Identify and prioritize capital construction projects and deferred maintenance needs at the THC's state historic sites across the state and Capitol complex buildings in Austin to align with business operational needs and Commission capital development priorities.
Target completion date: August 2027
- **Historic Infrastructure Sustainability Trust Fund:** Utilize funds to maintain the relevancy of historic properties and enhance the visitor experience, including preservation, rehabilitation, restoration, and maintenance of sites statewide. Projects will include landscaping, remodeling, maintenance, and visitor enhancement at numerous THC state historic sites, including Washington-on-the-Brazos, Goodnight Ranch, San Felipe de Austin, Caddo Mounds, and Presidio La Bahía, as well as the preservation of historic county courthouses and management of the Official State of Texas Longhorn Herd. One-third of each distribution from the trust fund will be used toward competitive grants awarded through the THC's Texas Historic Courthouse Preservation Program, while the rest of each distribution will be used on state historic sites. See the full list of projects on page 85, "Report on Projects and Acquisitions Financed by Certain Fund Sources."
Target completion date: August 31, 2029
- **Historic Sites Collection Management:** Develop environmental and repository storage needs of the agency's collection of artifacts with its operational partners detailing the needs for any future joint collection storage facilities or upgrades to existing facilities to provide the optimal environment and operational efficiencies for the collection's long-term care and stewardship.
Target completion date: August 2027

- **Historic Sites Acquisition and Development:** Identify what additional types of sites may align with the established themes and subthemes of Texas history as new THC state historic sites or as affiliated state historic sites to tell a more complete story of Texas and establish partnership agreements with other organizations. The agency is also looking to restore cultural landscapes by adding land to existing properties to restore historic appearances. Major development projects are in the planning stages, with the focus to create more dynamic visitor experiences through facility, landscape, and exhibit upgrades. Create an affiliates program to guide site acquisitions.
Target completion date: December 2027



The new visitor center at Caddo Mounds—which replaces the museum and visitor center that was destroyed by a tornado in 2019—opened on May 18, 2024.

! Denotes Key Action Items



Events commemorating the Texas Revolution, such as this Texas Independence Day festival at Washington-on-the-Brazos State Historic Site, will be part of the activities leading up to the Texas Bicentennial in 2036.

- Texas Bicentennial Commemoration:** Support efforts to celebrate the Texas Revolution Bicentennial consistent with the report required by S.B. 1985 in the 88th legislative session.
Target completion date: Ongoing each year
- Oral History Program:** Expand educational efforts and encourage preservation and promotion of Texas history through online access to the agency’s oral history collection by developing and implementing the policies, procedures, and digital assets (to the extent possible) that facilitate accessibility.
Target completion date: August 2025

HOW OUR WORK TO PROTECT AND PRESERVE HISTORIC RESOURCES SUPPORTS THE STATEWIDE OBJECTIVES

The programs administered within this goal help communities use historic assets to create economic opportunities and foster a sense of place. These efforts contribute to the economic advancement of Texas, both statewide as well as in local communities served by each program. Partnering with local communities to restore the state’s historic courthouses, promoting the key themes of the state’s unique and exciting history, maintaining Texas’ most significant historic sites, and assisting local communities with the preservation of historic places and stories, directly promotes increased visitation and contributes to the economic vitality of the state and overall quality of life for its citizens. These benefits result in increased state revenues and efficient use of taxpayer resources. The demand for these programs is greater than the agency can currently meet, demonstrating that not only are we achieving our performance measures, but also, more importantly, that Texans understand and value this work.

C. | AGENCY GOALS AND ACTION PLAN

AGENCY OPERATIONAL GOAL: **ENCOURAGE ECONOMIC DEVELOPMENT, TOURISM, AND EDUCATION**

Encourage economic development, tourism, and heritage education through historic places in partnership with local public, private, and nonprofit entities.

- ! **Incentivize historic preservation efforts across Texas**, including rural communities, through tax credits, grant funding, downtown revitalization, heritage tourism, and other economic development initiatives.

Target completion date: August 2029

- ! **Texas Heritage Trails Program (THTP):** Continue to implement the results of the strategic planning for the agency's heritage tourism efforts, including the THTP, and increase collaboration with the state historic sites. The agency's heritage tourism plan will be updated in 2025.

Target completion date: August 2029

- ! **THTP:** Expand statewide heritage tourism efforts through heritage travel promotions and product development to supplement and support the THTP.

Target completion date: August 2029

- **Texas Historic Preservation Tax Credit Program:** Continue working with members of the Information Technology staff to improve the online application submission and review system, in alignment with National Park Service requirements for digital federal tax credit applications.

Target completion date: December 2024



The Karem Shrine Temple in downtown Waco was rehabilitated as Hotel 1928 by the Magnolia team, utilizing state and federal historic preservation tax credits. Photo credit: Ryan LLC.

- ! **Youth Education:** Provide THC-branded learning resources by leveraging the agency's continually expanding e-learning platform that features asynchronous and synchronous resources delivered through application software, digital imaging, extended content, and enrichment resources with the goal to deliver diverse, authentic, and place-based history learning opportunities to unlimited school-aged and community-based audiences. Develop original K–12 TEKS-aligned curriculum and revise existing agency curriculum with the goal to form a substantive and relevant collection of downloadable teacher resources. Expand dual and Spanish language learning materials with the goal to provide equal and equitable access to the narratives of Texas history. Develop an annual series of online professional outreach programs with the goal to increase school and community partnerships through raising awareness of the THC's rich history education resources.

Target completion date: August 2027

- Historic Sites Education and Tourism Promotion:** Expand historic sites' visitation, promotion, and heritage tourism efforts by conducting market research to identify target audiences and develop visitor personas. Create a comprehensive digital marketing plan for social media, email marketing, and content strategies. Audit the brand style guide and messaging framework for consistent communication across all channels. Collaborate with tourism partners to create joint marketing campaigns and cross-promotional opportunities. Enhance educational programs with exhibits, guided tours, and workshops that cater to different age groups and interests. Implement a visitor feedback system to continuously improve the visitor experience.

Target completion date: December 2027



At Fort McKavett State Historic Site near Menard, THC staff present many living history events to educate visitors about life at a mid-1800s frontier fort.

- Historic Sites Partnerships:** Conduct a comprehensive assessment of existing partnerships and identify areas for improvement. Create a volunteer management program to recruit, train, and retain volunteers to support historic sites. Community events and workshops will be hosted to engage and build relationships with local businesses, heritage tourism stakeholders, and nonprofits to expand the state historic sites' viability and relevance in servicing their local heritage tourism markets and meeting community-planning objectives. Develop a system for tracking and reporting on partnership outcomes and impacts.

Target completion date: December 2026
- Diverse Audiences:** Audit existing interpretive programs and exhibits to identify gaps and opportunities for engaging demographics that are underserved. Engage underrepresented groups through targeted outreach and community partnerships. Create new interpretive programs and exhibits that highlight diverse stories and perspectives, such as the African American experience at Levi Jordan Plantation. Implement a system for tracking and reporting on visitor demographics and feedback. Create an advisory committee to assist with the development of projects.

Target completion date: December 2026
- Texas Archeology Month Program:** Increase local participation in this statewide observance by updating existing guidance tools and through outreach to potential event sponsors. Continue developing archeological kits for schools and families that can be distributed through partner institutions. Promote archeology fairs and events at THC state historic sites. Develop a 2024 Texas Archeology Month poster.

Target completion date: October 2024

C. | AGENCY GOALS AND ACTION PLAN

- **Holocaust Remembrance Week:** Since its creation in 2019, each year during the week of January 27, students in grades K–12 must receive Holocaust instruction. The Texas Holocaust, Genocide, and Antisemitism Advisory Commission (THGAAC) is responsible for developing or approving resources schools use. It cooperates with the Texas Education Agency (TEA) and Texas Holocaust museums. The THGAAC partnered with the TEA and issued a survey to 9,000 public schools to learn about Holocaust Remembrance Week implementation and will issue a report and recommendations to the Legislature by December 1, 2024.
Target completion date: Ongoing each year
- **Real Places Conference:** Support and promote historic preservation and heritage tourism by growing the audience for the annual statewide education and networking conference to include diverse avocational and professional participants that represent the broad constituency of the agency and its programs. Develop creative methods to expand the audience beyond the traditional preservation fields and interest areas.
Target completion date: April 2029
- **Historic Sites Visitation:** Conduct a comprehensive assessment of existing exhibits and programs to identify areas for improvement and develop a visitor experience strategy that outlines the desired visitor journey and identifies opportunities for enhancement. Create new exhibits and programs that are interactive, engaging, and in alignment with the agency's educational mission. Implement a system for tracking and reporting on visitation metrics, such as attendance, length of stay, and visitor satisfaction. Continuously refine and optimize the visitor experience based on data and insights.
Target completion date: December 2025

- **Texas Main Street Program:** Encourage preservation-based economic development efforts and revitalization education by implementing a Texas Main Street associate network of participation to include smaller and non-traditional historic downtowns that are not able to participate in the current program.
Target completion date: August 2025
- **Texas Main Street Program:** Encourage preservation-based economic development efforts by expanding the use of DowntownTX.org to new Texas Main Street Program participants and additional Certified Local Governments.
Target completion date: August 2029
- **Texas Navigator App:** Promote heritage tourism and educate travelers in Texas through development of an agency mobile application that identifies and maps historic resources and places, provides travel-planning functionality, and gives youth educational materials that can be employed by parents and educators. The ongoing development of the app continues to add features and make improvements.
Target completion date: August 2025



The annual Real Places conference represents the breadth of the agency's preservation constituency, bringing together professionals and volunteers from many disciplines to network and learn with THC staff and partner organizations.

HOW OUR WORK TO ENCOURAGE ECONOMIC DEVELOPMENT, TOURISM, AND EDUCATION THROUGH HISTORIC PLACES SUPPORTS THE STATEWIDE OBJECTIVES

The programs administered within this goal are designed to increase economic development activities in the local communities served by each program. All the programs within this goal focus on revitalizing historic areas, stimulating tourism, and encouraging economic development through the use of preservation strategies.

Regarding the objectives of transparency and accountability, all these programs incorporate citizen involvement at the local level, primarily through boards and commissions.

This local involvement brings accountability, but also some ability of the communities to direct the program efforts and priorities. Efficiency and effectiveness are increased by the agency’s role of coordinating the local and regional efforts into statewide successes.

In addition, the programs efficiently use minimal resources to leverage significant local investment and support. For example, the model of regional tourism promotion established by the Texas Heritage Trails Program is extraordinarily efficient for the industry. It uses 10 independent boards with staff to bring together hundreds of volunteers through partnerships to help millions of travelers find state and local historic sites. These efforts not only improve the quality of life for residents at the local level, but also result in increased state revenues and efficient use of taxpayer resources. Again, the growing demand for these programs is more than the agency can currently meet. This demonstrates that we are achieving our performance measures and, more importantly, that Texans understand and value this work.



Iconic historic destinations such as the National Register-listed Barton Springs in Austin draw locals and visitors from across the world.

C. | AGENCY GOALS AND ACTION PLAN

AGENCY OPERATIONAL GOAL: IDENTIFY AND EVALUATE HISTORIC RESOURCES

Identify, evaluate, and interpret historic and archeological resources across the state and make information accessible to stakeholders.

ACTION ITEMS

- **Historic Sites Archeological Study:** Develop interpretive plans that incorporate new archeological findings and enhance the visitor experience based on archeological research and programming recently conducted at key state historic sites, such as Washington-on-the-Brazos, Fort Lancaster, and Levi Jordan Plantation. Create educational programs and exhibits that highlight the significance of archeological research and engage the public. Collaborate with academic institutions and other partners to expand archeological research and programming opportunities. Implement a system for tracking and reporting on the impact of archeological programming on visitor engagement and education.
Target completion date: December 2026
- **Online Survey and Inventory:** Continue to develop and enhance the Texas Historic Sites Atlas with new features and additional data layers. Explore options for publishing and sharing map services and live data with agency partners and the public. Develop an application for collecting new historic resources survey data that can be used by project professionals and preservation partners statewide.
Target completion date: August 2025
- **eTRAC Enhancements:** Continue to develop and refine eTRAC, the electronic THC Review and Compliance system, with additional functionality to support further streamlining of federal and state review processes. Create additional modules for Marine permits and Historic Buildings and Structures permits. Develop and incorporate an online GIS shape file submission portal for archeological survey data.
Target completion date: August 2025



Discovered and excavated by the THC in the 1990s, the French ship *La Belle* is the centerpiece of the first-floor gallery at the Bullock Texas State History Museum in Austin.

- **Texas Archeological Stewardship Network (TASN):** Enhance the abilities of local archeological volunteers to identify, evaluate, and interpret the state's archeological resources by conducting annual and regional training and developing guidance materials, including an updated TASN handbook.
Target completion date: Ongoing each year
- **Landowner Assistance Program:** Work alongside landowners to survey, identify, and record sites, and to protect Texas' archeological heritage. Evaluate sites for State Antiquities Landmark designation and advise landowners on preservation solutions and site management. Promote public outreach and education on Texas archeology. Conduct and report on archeological research and investigations.
Target completion date: Ongoing each year
- **Marine Archeology Program:** Increase our knowledge of submerged cultural resources in Texas' waters by conducting a minimum of two remote sensing, monitoring, and/or diving projects each year. Data on anomalies and newly recorded or confirmed historic shipwrecks will be used to enhance the Texas Historic Sites Atlas.
Target completion date: Ongoing each year

HOW OUR WORK TO IDENTIFY AND EVALUATE HISTORIC RESOURCES SUPPORTS THE STATEWIDE OBJECTIVES

The programs administered within this goal empower our local, state, and national partners to effectively identify, evaluate, and document the resources that keep Texas history alive. These programs comprise the core functions of our agency, and we efficiently manage public funds from multiple sources to meet these essential responsibilities as the state historic preservation office. Permit and review processes are clearly communicated in a variety of formats to our constituents, and the agency consistently meets its performance measure targets for the number of projects reviewed and for projects reviewed in less than 30 days. We strive to provide new tools and resources—including software, online access, streamlined review processes, and inter-agency collaboration—to make our work more efficient, transparent, and customer-friendly for our increasing base of diverse customers.



The THC's Texas Historic Sites Atlas contains more than 300,000 records on sites across the state, including historic designation files and historical marker narratives for properties and events such as Wurstfest in New Braunfels.

C. | AGENCY GOALS AND ACTION PLAN

AGENCY OPERATIONAL GOAL: MAXIMIZING QUALITY AND EFFECTIVENESS OF SERVICES

Cultivate an agency culture of innovation and creativity that results in a motivated and diverse staff working to maximize the quality, efficiency, and effectiveness of services to the public.

ACTION ITEMS

- **Empowering the Workforce:** Utilize the results of the FY 2024 Survey of Employee Engagement to further empower the THC workforce and foster an environment of employee productivity and quality customer service.
Target completion date: December 2024
- **Competitive Salaries:** Continue analysis of agency-utilized job classifications and salaries, continue to work with the Legislature to address salary disparities for the THC's specialized professional disciplines, improve compensation levels to achieve competitiveness with comparable public- and private-sector positions, and ensure retention of our experienced and talented employees.
Target completion date: Ongoing each year
- **Information Technology Productivity Tools and Systems:** Continue to upgrade and enhance the THC's technology infrastructure, hardware, software, and systems to maximize the efficiency and productivity of agency staff, including the further implementation of cloud-based services, expanded telework capabilities, and CAPPs, the state's centralized human resources, payroll, and personnel system.
Target completion date: Ongoing each year

- **Agency Website:** A redesign and relaunch of the agency's website was completed in January 2024. Ongoing improvements will be identified and implemented through a regular update cycle.
Target completion date: Ongoing each year



The redesigned THC website was launched in January 2024.

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

The agency continually works to cultivate a culture of creative, engaged, passionate, and highly competent employees. This, in turn, allows us to serve the citizens of Texas and our diverse clients with the highest standards of professionalism, responsiveness, consistency, accountability, and ethics. THC employees are drawn to this agency because of the mission and care deeply about protecting and preserving historic and archeological resources for the benefit of the public. Employees engage frequently with diverse audiences from all regions of the state and strive to make the many facets of our work—public meetings and workshops, permit processes, survey work, project and grant reviews, and other services—as efficient and transparent as possible. The engagement and commitment of our employees is demonstrated through the results of the Survey of Employee Engagement. The composite agency score in 2021 was 393, which is notably high, as synthesis scores for state agencies typically range from 325 to 375. The agency has been able to maintain consistent positive scores in the 390-400 range since 2017. Additionally, we have had an employee response rate consistently above 80 percent, which far exceeds the 50 percent benchmark for a sound response rate. The Customer Service Survey also repeatedly demonstrates that THC employees respond quickly and effectively to requests for assistance from our constituents.



THC staff are passionate about the mission of the agency and lead by example, offering trainings and presentations for the public on a variety of preservation, history, and heritage tourism topics.

D. | REDUNDANCIES AND IMPEDIMENTS

IDENTIFICATION OF BARRIERS THAT MAKE THE THC LESS EFFECTIVE AND EFFICIENT

The Texas Historical Commission has identified an opportunity to examine state procurement regulations related to earned revenue streams in retail to facilitate profitable and timely acquisitions. In partnership with the Texas Comptroller's Office of Public Accounts, the THC hopes to implement purchasing guidelines to make the agency more effective and efficient in achieving its core mission.

II. | SUPPLEMENTAL SCHEDULES

A. Budget Structure

Agency Goal A Historic Preservation

We will preserve Texas' diverse heritage by identifying, evaluating and protecting historic resources; providing appropriate financial resources for historic preservation activities; and enabling the public to revitalize and improve the quality of life in their communities through the use of historic assets.

STRATEGY A.1

PROTECT AND PRESERVE HISTORIC RESOURCES

Encourage the preservation and protection of historic and archeological properties providing leadership, technical expertise, and assistance.

Relationship to Statewide Plan

Goal 2: Emphasize Cultural Landscapes
Goal 3: Implement Policies and Incentives

Outcome Measures

1. Number of properties designated annually
2. Number of Section 106 and Antiquities Code reviews
3. Number of individuals provided training and assistance in historic and archeological preservation
4. Percent of courthouses fully restored or rehabilitated
5. Private dollars reinvested through the Federal Tax Incentives program
6. Private dollars reinvested in buildings by the Texas Historic Tax Credit program
7. Number of archeological publications distributed

STRATEGY A.1.1

Architectural Assistance—Protect Texas' diverse architectural heritage by providing technical assistance for the responsible rehabilitation and preservation of historic properties

Output Measure

1. Number of historic properties provided technical assistance, monitoring and reviews

STRATEGY A.1.2

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

Output Measure

1. Number of volunteer archeological site protection efforts directed

Efficiency Measure

1. Percentage of construction projects reviewed in less than 30 days

STRATEGY A.1.3

Courthouse Preservation—Provide financial and technical assistance through the Texas Historic Courthouse Preservation Program (THCPP) for critical courthouse preservation projects

Output Measure	1. Number of courthouse preservation grants awarded
STRATEGY A.1.4	Historic Sites —Operation and maintenance of historic sites
Output Measure	1. Number served by state historic sites and interpretive programs
STRATEGY A.1.5	Texas Preservation Trust Fund —Provide financial assistance through the Preservation Trust Fund for critical preservation projects
Output Measure	1. Number of Preservation Trust Fund grants awarded
OBJECTIVE A.2	ECONOMIC DEVELOPMENT, TOURISM, AND EDUCATION Encourage economic development, tourism, and heritage education through historic places in partnership with local public, private, and nonprofit entities.
Relationship to Statewide Plan	Goal 4: Leverage Economic Development Tools Goal 5: Learn and Experience History through Place
Outcome Measures	1. Dollar reinvestment in physical improvements from public and private sources in Texas Main Street Central Business Districts 2. Number of Heritage Tourism guides distributed
STRATEGY A.2.1	Development Assistance —Provide technical assistance to public, private, and nonprofit entities to encourage the process of preservation, development, and revitalization of Main Street cities, promotion and development of heritage tourism, Certified Local Governments, and other local and statewide heritage initiatives.
Output Measures	1. Number of technical assists provided 2. Number of properties and sites assisted
STRATEGY A.2.2	Texas Heritage Trail Region Assistance —Provide financial and technical assistance to develop and promote heritage tourism of Texas’ historic and cultural resources through the heritage trail region nonprofit entities across the state.
Output Measure	1. Number of Nonprofits served by Heritage Trail Regions
OBJECTIVE A.3	IDENTIFY AND EVALUATE HISTORIC RESOURCES Identify, evaluate, and interpret historic and archeological resources across the state and provide information accessible to stakeholders.
Relationship to Statewide Plan	Goal 1: Survey and Online Inventory Goal 5: Learn and Experience History through Place Goal 7: Cultivate Political Commitment
Outcome Measures	1. Number of historic properties, sites, and other assets identified and recorded 2. Percentage Satisfied with Educational Training and Presentations

STRATEGY A.3.1 **Programs for Historic Resource Identification, Evaluation, and Interpretation**—Provide information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources.

Output Measure 1. Number of sites, properties, and other historical resources evaluated

STRATEGY A.3.2 **Texas Holocaust, Genocide, and Antisemitism Advisory Commission**—Provide information, programs, and services to private, public, and nonprofit constituents for Holocaust, genocide, and antisemitism education.

Output Measures 1. Number Provided Advising/Training to Assist with Hol, Gen, Antisemitism Ed
2. Number of Individuals Served for Remembrance Week of Grades K-12
3. Number of Services Provided by the Commission through Events, Presentations

Agency Goal B

Indirect Administration

OBJECTIVE B.1

INDIRECT ADMINISTRATION

STRATEGY B.1.1

Central Administration

B. List of Measure Definitions

OBJECTIVE OUTCOME DEFINITIONS REPORT Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: **808**

Agency: **Historical Commission**

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

Calculation Method: N Key Measure: Y

New Measure: N

Target Attainment: H Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01 OC 01

Definition

Number of properties designated annually.

Data Limitations

There are no data limitations for this measure.

Data Source

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

Methodology

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

Purpose

This measure will provide the agency and the public with key information on (a) the total number of properties listed in the National Register of Historic Places; (b) the number of new historical markers; (c) the number of Historic Texas Cemeteries recorded in county deed records; (d) the number of properties designated as State Antiquities Landmarks; and (e) the number of archeological sites added to the Texas Historic Sites Atlas. These designations reflect results of the agency's preservation education efforts to provide to its constituents information and services on the use of designations to preserve Texas' cultural and historic resources.

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No. 2 Number of Section 106/Antiquities Code Reviews

Calculation Method: N

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01 OC 02

Definition

This is a count of the number of Section 106/federal undertaking and Antiquities Code reviews conducted across the agency as required by Section 106 of the National Historic Preservation Act of 1966, as amended, and the Antiquities Code of Texas. Numbers do not reflect the complexity of work or time required to complete the review, which varies from project to project.

Data Limitations

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

Data Source

This number is taken directly from the project review computer database statistics report, compiled and maintained by the THC staff, which tracks: (1) Texas projects that are federally funded/permitted requiring review under Section 106 of the National Historic Preservation Act, (2) Projects on public lands requiring review under the Texas Antiquities Code.

Methodology

The number of reviews is taken directly from the project review computer database statistics report. Projects are entered into the database by the applicant through the eTRAC web portal or upon receipt by the THC and updated with each staff member review.

Purpose

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

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No. 3 Number Provided Training/Assistance in Historic/Archeological Preservation

Calculation Method: N

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01 OC 03

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No. 4 Percent Courthouses Fully Restored/Rehabilitated

Calculation Method: N

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: Y

Cross Reference: Agy 808 086-R-S70-1 01-01 OC 04

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No. 5 Private Money Reinvested through the Federal Tax Incentives Program

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01 OC 05

Definition

The National Parks Service (NPS) administers the Federal Historic Preservation Tax Incentives Program with the IRS in partnership with State Historic Preservation Offices (SHPO). The SHPO in Texas is the THC. Tax incentives promote the rehabilitation of income-producing historic structures of every period. Underutilized vacant schools, warehouses, retail stores, hotels, houses, offices, and other buildings are returned to life in a manner that maintains their historic character. The Architecture Division reviews and approves preservation tax incentive projects according to the Secretary of the Interior's Standards for Rehabilitation. The THC reviews the applications and forwards them to NPS with recommendations. State recommendations are generally followed, but by law all certification decisions are made by NPS on behalf of the Secretary of the Interior. The NPS decisions may differ from recommendations of the THC. NPS notifies applicants of the decisions and provides copies of all decisions to the IRS and the THC.

Data Limitations

Private investment is driven by a number of complex factors. The general Texas economy has significant influence on submission of historic preservation tax incentive projects to the THC for review. The number of rehabilitation projects utilizing the historic tax credits is typically lower during downturns in the economy, and in particular the real estate market. The willingness of property owners/developers to make such investments and their ability to secure project funding can be a limitation in utilizing the Texas Historic Preservation Tax Credit Program. The program, however, remains an outstanding means of leveraging private investment in the adaptive use and preservation of historic buildings. The program continues to be a major stimulus for economic recovery in older communities throughout Texas and the nation even during such downturns.

Data Source

As federal historic preservation tax incentive projects are received, they are entered into the divisions' program tracking database. The application contains three parts: Part 1—Evaluation of the Significance; Part 2—Description of Rehabilitation (describes work to be undertaken); and Part 3—Request for Certification of Completed Work.

Methodology

The dollar reinvestment amount, as entered on the Part 3—Request for Certification of Completed Work, is taken from the Architecture Division's program tracking database. This field of the database is summed on a quarterly basis, although substantial staff work may be involved in the initial planning and review of projects that may not go forward due to factors beyond the control of the THC. Phased spending, in which a project is completed in discrete portions, will not be reflected in this category until the entire project is complete.

Purpose

This measure indicates the dollars reinvested in commercial buildings/income-producing properties through the Federal Rehabilitation Tax Credit Program. It also serves as an indicator of the economic condition in Texas, including jobs generated as a result of these projects.

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No. 6 Private Money Reinvested in Buildings by the Texas Historic Preservation Tax Credit Program

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01 OC 06

Definition

The THC administers the Texas Historic Preservation Tax Credit Program. The state franchise tax credit program promotes the rehabilitation of income-producing or for nonprofit use historic structures of every period. Underutilized buildings, as described in the federal rehabilitation tax credit program, income-producing buildings requiring regular maintenance, and nonprofits requiring both maintenance and larger projects, are returned to life in a manner that maintains their historic character. The Architecture Division reviews and approves the state preservation tax incentive projects according to the Secretary of the Interior's Standards for Rehabilitation. The THC reviews the Part A, B, and C applications and approves or rejects applications. The THC notifies applicants of the decisions.

Data Limitations

Private investment is driven by a number of complex factors. The general Texas economy has significant influence on submission of historic preservation tax incentive projects to the THC for review. The number of rehabilitation projects utilizing the historic tax credits is typically lower during downturns in the economy, and in particular the real estate market. The willingness of property owners/developers to make such investments and their ability to secure project funding can be a limitation in utilizing the Texas Historic Preservation Tax Credit Program. The program began on January 1, 2015 and is an outstanding means of leveraging private investment in the adaptive use and preservation of historic buildings. The program is proving to be a major stimulus for the economy in large urban areas as well as in smaller communities throughout Texas.

Data Source

As state historic preservation tax incentive projects are received, they are entered into the divisions' program tracking database. The application contains three parts: Part A—Evaluation of the Significance; Part B—Description of Rehabilitation (describes work to be undertaken); and Part C—Request for Certification of Completed Work.

Methodology

The dollar reinvestment amount, as entered on the Part C—Request for Certification of Completed Work, is taken from the Architecture Division's program tracking database. This field of the database is summed on a quarterly basis, although substantial staff work may be involved in the initial planning and review of projects that may not go forward due to factors beyond the control of the THC. Phased spending, in which a project is completed in discrete portions, will be reflected as each phase is completed. This may take into account maintenance projects or capital improvements executed in multiple phases.

Purpose

This measure indicates the dollars reinvested in buildings that are income-producing or for nonprofit use by the Texas Historic Preservation Tax Credit Program. It also serves as an indicator of the economic condition in Texas, including jobs generated as a result of these projects.

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Outcome No. 7 Archeological Publications Distributed

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01 OC 07

Definition

This measure tracks archeological publications provided to the public. The measure will track both hard copies distributed, as well as PDF copies downloaded from the THC's website.

Data Limitations

Reported numbers do not account for the complexity or length of distributed materials. It does not report electronic redistribution of archeological publications by the public after initial receipt from our agency.

Data Source

This measure tracks archeological publications provided to the public either through print or electronic media. The count includes any dissemination of outreach, information materials, including booklets and pamphlets for the general public, booklets and pamphlets for archeologists or other members of the archeological community. Such materials may be distributed by staff or by volunteers under THC staff direction.

Methodology

Printed material will be manually tabulated by staff. Electronic media will be tabulated from automatic counts of access (the non-THC users count is a proxy for number of materials accessed by the public). Publication downloads from the THC website will be counted by web analytic software.

Purpose

Providing educational and technical materials, both in print and through electronic and online media, are an important aspect of the agency's effort to promote preservation and empower volunteer preservationists at the local level and to provide technical assistance. The demand and provision of such materials also serves to answer requests for information and assistance from the general public, and serves as an indicator of public demand and interest in programs and services.

OBJECTIVE OUTCOME DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 2 Encourage Economic Development/Tourism/Education
Outcome No. 1 Money Reinvested in Main Street Central Business Districts

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-02 OC 01

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

OBJECTIVE OUTCOME DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 2 Encourage Economic Development/Tourism/Education
Outcome No. 2 Number of Heritage Tourism Guides Distributed

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-02 OC 02

Definition

This measure tracks assistance provided to individuals or travel information centers, which includes cultural guides, heritage trail guides, and special historical topic guides. The measure will track both hard copies distributed, as well as PDF copies downloaded from the THC's website.

Data Limitations

Reported numbers do not account for the complexity or length of distributed materials.

Data Source

This measure tracks assistance provided to individuals through print or electronic media. The count includes any dissemination of outreach, information and promotional materials, including Texas Heritage Trail Region guides, cultural guides, and historical topic guides. Such materials may be distributed by staff, volunteers under staff direction, or vendors. Materials may be in print or electronic media form and also include materials downloaded from the agency website and related sites.

Methodology

Printed materials will be manually tabulated by staff. Electronic media will be tabulated by web analytic software.

Purpose

Providing educational, technical, and promotional materials, both in print and through electronic and online media, is an important aspect of the agency's effort to promote heritage tourism and sites, empower volunteer preservationists at the local level, and provide technical assistance.

OBJECTIVE OUTCOME DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 3 Identify, Evaluate, and Interpret Historic and Archeological Resources
Outcome No. 1 Number of Historic Properties, Sites, and Other Assets Identified and Recorded

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-03 OC 01

Definition

This measure will provide the agency and the public with information on the number of historic properties, sites, and other assets identified and recorded across the state.

Data Limitations

Information about historic and cultural resources comes from a variety of sources, including governmental agencies. In most cases, the agency does not control the quantity or quality of information, making this measure hard to predict. This measure is dependent on the volume of review and compliance projects, community-based surveys, designations, and other projects impacted by the economy and available funding, and it will fluctuate accordingly.

Data Source

Staff identify, track, and record properties through the following processes: (a) properties identified through the Section 106 review process; (b) properties submitted for federal income tax credits for rehabilitation reviewed for National Register of Historic Places eligibility; (c) cemeteries evaluated to meet Historic Texas Cemetery criteria through agency rules; (d) properties evaluated for Recorded Texas Historic Landmark status; (e) sites associated with the Official Texas Historic Marker Program.

Methodology

The number of archeological sites added to the Texas Historic Sites Atlas is compiled electronically from the Texas Historic Sites Atlas computer database. Staff members submit a monthly/quarterly report tracked on a computer database for Section 106 review; Part I reviews tracked on a computer database; Historic Texas Cemetery designation evaluations tracked on a computer database; monthly reports of site visits. The numbers collected will be manually added by staff.

Purpose

This measure will provide the agency and the public with information on historic properties, sites, and other assets. Identification of historic properties, sites, and other assets, in addition to archeological resources, is the first step to all preservation activities, including review and compliance designations and protection, local/state/federal incentives, and heritage tourism development. Property identified through survey serves as critical information for preservation planning and policy development at the local, regional, and state level.

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 3 Identify, Evaluate, and Interpret Historic and Archeological Resources
Outcome No. 2 Percentage Satisfied with Educational Training and Presentations

Calculation Method: N

Key Measure: N

New Measure: Y

Target Attainment: H

Priority: L

Percentage Measure: Y

Cross Reference:

Definition

This measure reflects the outcome measure of percent satisfied with educational training and presentations by the commission through a survey that asks the institution who received training to share their satisfaction with the THGAAC presentation.

Data Limitations

Data that might be submitted through a survey to this agency by volunteers, including school and partner organizations, is unaudited and unverified, since auditing this data is cost prohibitive and not practical.

Data Source

This number is reported through a survey after educational trainings and presentations, where the coordinating institution will be asked to complete a survey of satisfaction about the training and education they received from the THC and these surveys will be collected and tracked after each training or presentation.

Methodology

Staff manually tabulates the surveys received after trainings and presentations and calculates the annual percentage of satisfaction from survey report results.

Purpose

Providing educational trainings and presentations is essential for Holocaust, genocides, and antisemitism learning across Texas and it is important for the THGAAC to conduct a survey of satisfaction from the trainings and presentations to gauge those educational expectations.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: **808**

Agency: **Historical Commission**

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

Calculation Method: C

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01-01 OP 01

Definition

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

Data Limitations

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

Data Source

Source of data is from departmental quarterly work log reports.

Methodology

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

Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
Automated Budget and Evaluation System of Texas (ABEST)

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Agency Code: 808
Agency: Historical Commission

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 2	Archeological Protection through Reviews, Outreach, and Other Programs
Measure Type	EF
Measure No. 1	Percent of Construction Projects Reviewed in Less Than 30 Days

Calculation Method: N

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: Y

Cross Reference: Agy 808 086-R-S70-1 01-01-02 EF 01

Definition

Percent of construction projects reviewed in less than 30 days.

Data Limitations

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

Data Source

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

Methodology

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

Purpose

This measure will show what percentage of projects are being reviewed within the 30-day required period.

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

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

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01-02 OP 01

Definition

Number of volunteer archeological site protection efforts directed.

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 1 Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 3 Courthouse Preservation Assistance
Measure Type OP
Measure No. 1 Number of Courthouse Preservation Grants Awarded

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01-03 OP 01

Definition

This measure indicates the number of grants awarded.

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
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Agency Code: **808**
Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 4	Operation and Maintenance of Historic Sites
Measure Type	OP
Measure No. 2	Number Served by State Historic Sites and Interpretive Programs

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01-04 OP 02

Definition

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

Data Limitations

Although participation at most programs and events is derived from actual counts of participants, not all education/interpretive programs or events require formal registration. As such, in some cases, participation is estimated. Counts of visitors are produced by staff manually. Counts may not include persons entering the site outside of normal operating hours. Visitation and participation in events and programs is seasonal in nature and will fluctuate according to seasonal trends in site visitation.

Data Source

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

Methodology

The number of people served is captured in historic site quarterly reports. Numbers from each site are added to obtain a total.

Purpose

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

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 1	Encourage Preservation/Protection of Historic/Archeological Resources
Strategy No. 5	Provide Financial Assistance through the Texas Preservation Trust Fund
Measure Type	OP
Measure No. 1	Number of Texas Preservation Trust Fund Grants Awarded

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-01-05 OP 01

Definition

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

Data Limitations

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

Data Source

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

Methodology

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

Purpose

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

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Agency Code: **808**

Agency: **Historical Commission**

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

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-02-01 OP 01

Definition

Technical assists consist of assistance provided to Main Street cities, heritage tourism initiatives, and Certified Local Governments.

Data Limitations

None.

Data Source

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

Methodology

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

Purpose

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

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

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

Calculation Method: C

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-02-01 OP 02

Definition

The number of properties/sites assisted by the staff of the Community Heritage Development Division. For this measure, the terms properties and sites are interchangeable and count the locations of division work designed to assist specific historic properties whose size and magnitude vary. This may include a single physical location or multiple related locations with one or more resource types. Resource types can include buildings, sites, structures, districts and even objects (monuments, sculptures etc.). A district possesses a significant concentration, linkage, or continuity of sites, buildings, structures, or objects that are historically or aesthetically united by either a plan or physical development. Typically, each site or property is counted only once for each instance of assistance, regardless of size or number of individual resources.

Data Limitations

The number of properties/sites assisted does not account for the complexity, size, and scope of the property or site. Depending upon the program and context of the assistance, the property or site counted could be a single building, district with several or hundreds of buildings, historic downtown, entire community, county, region, or a single linear property stretching for hundreds of miles such as a national historic trail.

Data Source

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

Methodology

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

Purpose

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

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
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Agency Code: **808**
Agency: **Historical Commission**

Goal No. 1 Preserve the State's Historic Landmarks and Artifacts
Objective No. 2 Encourage Economic Development/Tourism/Education
Strategy No. 2 Texas Heritage Trail Region Assistance
Measure Type OP
Measure No. 1 Number of Nonprofits Served by Heritage Trail Regions

Calculation Method: C

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-02-01 OP 01

Definition

The number of individuals that attend or participate in heritage tourism assistance programs or sessions conducted by the 10 Texas Heritage Trail Regions. Programs or session topics may include but are not limited to hospitality training, heritage education, workshops, museum and tourism issues, improving visitor experience, marketing, and historic site promotion.

Data Limitations

Although participation in most programs and events is derived from actual counts of participants, not all education programs or events require formal registration. As such, in some cases participation is estimated. Individuals may be counted more than once if they attend or participate in more than one program or session and if they participate in activities of more than one region.

Data Source

The number of individuals are reported by the 10 heritage trail regions from registration or attendance records of their programs or events.

Methodology

The number is manually tabulated and reported quarterly by the executive directors of the 10 heritage trail regions and then compiled by agency staff.

Purpose

The work of the 10 Texas Heritage Trail Regions is the primary outreach mechanism of the agency's heritage tourism initiatives. By conducting educational programs and sessions, the staff and volunteers of each region assist individuals developing, managing, or promoting local heritage sites and attractions. The outreach of the regions meets the agency's charge to raise the standards of heritage and cultural attractions; foster heritage preservation and education; encourage regional cooperation and promotion of heritage and cultural attractions; and foster effective local tourism leadership and organizational skills.

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

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 3	Identify, Evaluate, and Interpret Historic and Archeological Resources
Strategy No. 1	Program for Historic Resource Identification, Evaluation, and Interpretation
Measure Type	OP
Measure No. 1	Number of Historic Resources Evaluated

Calculation Method: C

Key Measure: Y

New Measure: N

Target Attainment: H

Priority: M

Percentage Measure: N

Cross Reference: Agy 808 086-R-S70-1 01-03-01 OP 01

Definition

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

Data Limitations

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

Data Source

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

Methodology

Staff provides the office manager with a copy of the State Board of Review agenda and cover sheet from NR nominations; a monthly/quarterly report tracked on a computer database for Section 106 review; Part 1 reviews tracked on a computer database; Historic Texas Cemetery Designation evaluations tracked on a computer database; Official Texas Historical Marker evaluations tracked on a computer database; monthly reports of site visits.

Purpose

Preserve the state's historic landmarks.

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

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 3	Identify, Evaluate, and Interpret Historic and Archeological Resources
Strategy No. 2	Texas Holocaust, Genocide, and Antisemitism Advisory Commission
Measure Type	OP
Measure No. 1	Number Provided Advising/Training to Assist with Hol, Gen, Antisem Ed

Calculation Method: C

Key Measure: N

New Measure: Y

Target Attainment: H

Priority: H

Percentage Measure: N

Cross Reference:

Definition

This is the count of the total number of people reached through programs, advising conversations, speaking engagements, school and teacher trainings, calls, tabling, grant projects, emails, social media, newsletter communications, and commemorations assisting members with Holocaust, genocide, and antisemitism education.

Data Limitations

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

Data Source

This number is reported on quarterly reports, trip reports, site visits; verbal and written communications and electronic mail in response to an inquiry and includes social media, email newsletter, and website visits; training, workshops, and presentations; and other volunteers' reports, including schools and partner organizations, for performance measures purposes. Actual conference or workshop registration lists or participation counts are provided by staff members and partner organizations to derive this number.

Methodology

Staff manually tabulates from quarterly reports, trip reports, public attendance at workshops, conferences, or other gatherings where staff advise or provide training, or the reports of other director volunteers.

Purpose

Advising and training members of the public, including K-12 educators, is critical to the achievement of the agency's overall goal of Holocaust, genocide, and antisemitism education. By providing these services the staff then empowers Texans to learn from the lessons of the Holocaust and other genocides to combat antisemitism.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT

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Agency Code: **808**

Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 3	Identify, Evaluate, and Interpret Historic and Archeological Resources
Strategy No. 2	Texas Holocaust, Genocide, and Antisemitism Advisory Commission
Measure Type	OP
Measure No. 2	Number of Individuals Served for Remembrance Week of Grades K-12

Calculation Method: C

Key Measure: N

New Measure: Y

Target Attainment: H

Priority: L

Percentage Measure: N

Cross Reference:

Definition

This measure reflects the output measure of people served in preparation for and during Remembrance Week, from December-April, including advising, presentations, education, and training to assist teachers in grades K-12.

Data Limitations

Data is limited to the calendar dates of December-April and the data might be submitted to this agency by volunteers, including school and partner organizations, is unaudited and unverified, since auditing this data is cost prohibitive and not practical.

Data Source

This number is reported from December-April and may include trip reports, site visits; verbal and written communications and electronic mail in response to an inquiry; training, workshops, and presentations; and other volunteers' reports, including schools and partner organizations, for performance measures purposes. Actual conference or workshop registration lists or participation counts are provided by staff members and partner organizations to derive this number.

Methodology

Staff manually tabulates advising, presentations, education, and training to assist teachers in grades K-12 from monthly reports, trip reports, attendance at schools, workshops, conferences, or other gatherings where staff advise or provide training, or the reports of other director volunteers.

Purpose

Holocaust Remembrance Week, which was passed in 2019 by SB1828, instructs the THGAAC to develop or approve materials for grades K-12. By providing services to schools, the THGAAC is fulfilling the requirement to educate students about the Holocaust.

STRATEGY-RELATED MEASURE DEFINITIONS REPORT
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Agency Code: **808**
Agency: **Historical Commission**

Goal No. 1	Preserve the State's Historic Landmarks and Artifacts
Objective No. 3	Identify, Evaluate, and Interpret Historic and Archeological Resources
Strategy No. 2	Texas Holocaust, Genocide, and Antisemitism Advisory Commission
Measure Type	OP
Measure No. 3	Number of Services Provided by the Commission through Events, Presentations

Calculation Method: C

Key Measure: N

New Measure: Y

Target Attainment: H

Priority: L

Percentage Measure: N

Cross Reference:

Definition

This measure reflects the output measure of the number of educational events, presentations, and training provided by the THGAAC.

Data Limitations

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

Data Source

This number is reported on quarterly reports, trip reports, site visits; training, workshops, and presentations; and other volunteers' reports, including schools and partner organizations, for performance measures purposes. Actual conference or workshop counts are provided by staff members and partner organizations to derive this number.

Methodology

Staff manually tabulates the number of staff provided training and presentations from monthly reports, trip reports, attendance at schools, workshops, conferences, or other gatherings, or the reports of other director volunteers.

Purpose

Providing educational events, presentations, training, and communications is an important component of the work of the THGAAC as it allows the commission to fulfill the responsibility of educating all Texans about the Holocaust, genocides, and antisemitism by tailoring programs to meet various audiences.

C. Historically Underutilized Business Plan

Historically Underutilized Business (HUB) Policy

In accordance with Texas Government Code Chapter 2161; Title 34 Texas Administrative Code, Part 1, Section 20, Subchapter D, Division 1; and the 2009 State of Texas Disparity Study, the THC continues to be fully committed to making a good-faith effort to effectively promote and increase contract opportunities directly with Historically Underutilized Businesses (HUBs) and indirectly through subcontract opportunities.

The THC encourages the use of HUBs by implementing policies focusing on vendor outreach, education, and recruitment. The agency also works aggressively in staff education, training, and methods of communication and distribution of HUB-related information. In our efforts to build a strong HUB program, the THC strives to ensure a good-faith effort to utilize HUBs in all procurement opportunities.

The agency's Procurement and Contracting Services Division is responsible for coordinating business opportunities for HUBs. The THC's HUB coordinator and assistant HUB coordinator are responsible for coordinating all functions and activities related to the implementation of rules and regulations governing the HUB program, as well as reporting HUB activities to THC management, the Texas Comptroller of Public Accounts, and the Legislative Budget Board.

THC Goals

In procuring goods and services through contracts, the THC makes a good-faith effort to meet or exceed statewide goals for HUB participation for the contracts that the agency expects to award in any appropriation year. The THC's HUB goals for the procurement categories are:

- 11.2 percent for heavy construction other than building contracts
- 21.1 percent for all building construction, including general contractors and operative builders' contracts
- 32.9 percent for all special trade construction contracts
- 23.7 percent for all professional services contracts
- 26 percent for all other services and contracts
- 21.1 percent for commodities contracts

HUB Program

The THC will achieve the HUB goals through the following program activities:

- Attend pre-bid conferences to provide subcontracting instructions and assistance to potential contractors.
- Assist potential respondents with the HUB Subcontracting Plan (HSP) process by offering to review draft HSPs prior to final proposal submission.
- Attend economic opportunity forums and HUB-oriented trade fairs with bid opportunities.
- Identify and participate in activities that encourage the inclusion of minority and women-owned businesses, such as the HUB Discussion Workgroups.
- Maximize use of HUBs for commodity purchases by determining if a qualified HUB vendor is available for all delegated purchases.
- Educate agency staff on HUB statutes and rules through meetings and training.
- Facilitate meetings with vendors and procurement staff to provide vendors with a better understanding of how to do business with the state.
- Increase awareness of procurement opportunities through the THC website.
- Promote the Electronic State Business Daily, local commerce events, and statewide forums.

D. Agency Workforce Plan

Current Workforce Profile

As of FY 2023, the Texas Historical Commission has 304.5 authorized full-time employees, according to the General Appropriations Act. The workforce is comprised of 46 percent males and 54 percent females. More than half of the THC staff are over the age of 40. The Employees Retirement System estimates that between FY 2022 and FY 2026, 22 percent of the workforce is eligible to retire (based on FY 2022 data).

Length of Service	20–29 Years of Age	30–39 Years of Age	40–49 Years of Age	50–59 Years of Age	60–69 Years of Age	More than 70 Years of Age	Total (Headcount)
Less than 5	20.00	36.75	20.75	24.00	8.00	.50	110.00
5 to 9.99 years	3.25	29.75	15.25	15.75	10.50	2.00	76.50
10 to 14.99 years	0.00	4.25	11.50	16.00	10.25	0.00	42.00
15 to 19.99 years	0.00	.25	15.75	7.25	7.75	1.00	32.00
20 to 24.99 years	0.00	0.00	4.75	9.50	6.25	0.00	20.50
25 years plus	0.00	0.00	1.50	11.00	11.25	0.00	22.25
Total (Headcount)	23.25	71.00	69.50	83.50	54.00	3.50	304.75*

The largest age group percentage of employees in the agency is 50–59. This group comprises 27 percent of staff:

Age Group	Headcount	Percentage of FTEs
Under 30 years	23.25	7.63%
30–39 years	71.00	23.30%
40–49 years	69.50	22.81%
50–59 years	83.50	27.40%
60–69 years	54.00	17.72%
70 and over	3.50	1.15%
Total	304.75*	100%

*304.75 (headcount) is pulled from the State Auditor's Office for FY 2023 and includes data for the headcount (not FTE) on the last day of the fiscal year.

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

Percentage of Minorities in Agency's Total Work Force (as reported through August 31, 2023)			
	Total Positions	Number Minority	Percent Minority
Officials/Administrators	14	2	14%
Administrative Support	43	13	30%
Service/Maintenance	55	13	24%
Professionals	234	37	16%
Para-Professional	0	0	0%
Protective Services	0	0	0%
Skilled Craft	0	0	0%
Technicians	7	2	29%
Total (Headcount)	353**	67	19%

**353 is from the State of Texas Equal Employment Opportunity Workforce Report for FY 2023. It includes all employees on the payroll during that fiscal year.

Employee Turnover and Recruitment of Qualified Employees

The THC enjoys a favorable reputation as a place for employees to work, as reflected in our most recent Survey of Employee Engagement results. However, the THC faces the continuing challenge of offering competitive compensation to recruit and retain qualified employees in our archeological, architecture, historic preservation, and other specialized positions. Although employee turnover for the THC compares favorably with many state agencies, the THC faces the same challenge with an aging workforce as do many other organizations. It is taking longer periods of time to identify, recruit, and hire qualified candidates for some of our professional positions due to our relatively lower compensation structure in comparison to the private sector.

Aging Workforce and Succession Planning

The THC has made it a priority to develop staff members to take over leadership roles to assure continuity of programs, a high level of knowledge, and service to the public. The skill and experience level of the current workforce will increase in the next five years and will be developed through training current staff and the recruitment of additional skilled staff. The agency will develop strategies to manage the attrition rate to ensure that our goals and objectives are reached through staff transitions.

Workforce Skills

Agency staff must currently have the ability to:

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

Agency staff must have knowledge of:

- Texas history
- Historic architecture
- Preservation techniques
- Archeology practices
- Economic development principles and tools
- Historic site maintenance and operations
- Interior design
- Heritage tourism, travel trends and behaviors, and trail region development
- Zoning, preservation ordinances, and incentives
- Graphic design and production
- Communications and public relations
- Web and mobile development and maintenance
- State and federal environmental review processes and standards
- Information Technology best practices
- Agency budget, state accounting, grant management, purchasing, and financial reporting
- Human Resources best practices, procedures, and applications

Future Workforce Profile

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

A primary concern for the agency is our ability to adapt to rapidly changing demographics in Texas. The history of Texas has many layers and represents all the cultures that live in the state—in the past, present, and future. Preservation happens most effectively at the local level; currently, the agency appeals to older Anglos who are active in preservation in their communities. For the THC to engage and appeal to Hispanics, African Americans, and youth, the agency's workforce demographics must reflect these populations.

A second challenge is the continuing evolution of communications technology and the demand for online services and information from the public. The agency must continue to leverage its limited information technology resources and staff and to ensure effective support to agency staff and customers. The THC must continue to explore strategies to expand our productive capacity through prudent and strategic use of contracted technology services and internal systems improvements. In addition, we must ensure existing staff are well trained and remain current in technology best practices and solutions.

Expected Workforce Changes

The THC continues to attempt to attract knowledgeable and experienced staff who reflect the diversity of Texas' population. The THC expects an employee to reach knowledge maturity no later than their fifth year of service. Due to this learning curve for many of the THC's specialized positions, it is critical to retain these highly skilled staff through a prudent but competitive employee development and performance-based compensation structure.

Anticipated Increase/Decrease in Number of Employees Needed

As the population of Texas continues to grow, it is anticipated that the THC will see an increase in the agency's workload, which will in turn increase the number of employees needed to accomplish the work. There continues to be a great need and demand from the public for expanded programs such as historic resources surveys, service to preservation groups and museums, training of preservation volunteers in local communities, historic site interpretation, expanded research into underrepresented history and sites, and the preservation of historic cemeteries.

Job responsibilities and workloads change as a result of technological advancements, industry changes, and economic, social, and political conditions. This is true for the agency's funding sources as well. As stated before, there is a direct correlation between the growth in population of the state and an increase in workload for this agency. The THC continues to embrace technological advances so THC employees can be more effective and efficient in performing their job functions. The THC has created an ambitious mobile workforce through the use of telework. A successful telework program increases productivity and generates the work-life balance employees need.

Currently, workers have the necessary skills to meet the goals and objectives of the agency. Management will continue to analyze processes to determine the most cost-effective ways to accomplish the work at hand and meet the needs of customers.

Future Workforce Skills Needed

The agency is staffed with individuals well-qualified for their jobs. The THC will continue to focus on hiring multitalented professionals, with expertise and experience in historic preservation, architecture, archeology, history, historic site management, heritage tourism development, economic development, museum services, computer science, accounting, purchasing, human resources, project design, communications, public relations, and graphic design.

Anticipated Surplus or Shortage of Workers or Skills

The THC continues to encounter challenges in recruiting professional staff in certain program areas. The agency will continue to explore strategies that will enable the hiring of skilled staff as quickly as possible for programs that are critical to the goals of the agency. At present the THC has a highly skilled workforce, but it is anticipated that the THC will lose skilled workers over the next five years through retirement and individuals migrating to the private sector.

The agency's personnel are divided among occupational groups, primarily along strategic lines. Changes in agency responsibilities and external reporting requirements may alter the agency's needs over time. Since many staff members have a great deal of experience and longevity with the agency, employees may share multiple responsibilities to fill identifiable skill gaps that arise. In summary:

- Current employees have critical skills that must be developed or continuously updated.
- Key positions must be targeted for succession planning.
- Information technology and computer skills must continue to be developed further to enhance agency processes and procedures.
- Desired or targeted skill sets must continue to be developed internally and/or met through staff augmentation.

Succession Planning

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

Goals to Address Workforce Competency

- Agency processes will be evaluated on an annual basis and changes made when deemed necessary.
- Retention programs will include staff development through ongoing training, as well as staff performance awards and recognition at agency-wide meetings.
- Recruitment plans will include the targeted posting of jobs through professional networks, professional associations, on the agency's website, and the CAPPS Recruit site, as well as contacting outlets that reach underrepresented EEO populations, participating in job fairs, and offering internships through our very successful Preservation Scholars internship program.
- Career development programs will include training in job skills, promotions from within, and cross-training skills.
- The agency will develop leaders within the organization by encouraging staff to attend leadership training, such as the governor's Management Development Programs.

FY 2024 Survey of Employee Engagement

Since 1994, the Texas Historical Commission (THC) has participated in the biennial Survey of Employee Engagement (SEE) conducted by the Institute of Organizational Excellence at The University of Texas at Austin (UT). The data provides information not only about employees' perceptions of the effectiveness of their own organization but also about employees' satisfaction with their employer. The survey is a catalyst to promote excellence through participation and accountability.

During November 2023 to mid-December 2023, THC staff completed the SEE, and the results were released to the agency in February 2024. The survey consisted of 48 questions posed to employees that measured 12 different areas or categories called constructs, plus a Climate Category. These constructs are used to assess how the agency functions overall. Each construct category is rated on a 5-point scale of 1–5, from Strongly Disagree to Strongly Agree. There is an overall agency score, and each construct receives a score. A score above 350 is the desirable target. A score below 300 indicates cause for concern.

FY 2024 Survey Analysis

Overall, the 2024 THC survey results were **very favorable**:

- The total overall agency score was **393**, a decrease from 2022's score of 397. According to UT, scores for state agencies typically range from 325 to 375. So, the THC's trend is very positive.
- The employee response rate of 80.9 percent was slightly down from 2022. A desirable target is > 50 percent, so our response rate was considered very high compared to other agencies.
- Out of 12 constructs, **10 constructs scored over 375, with 7 constructs scoring 400 or higher**—these scores indicate areas of substantial strength.
- Categories deserving special mention are:
 - o Strategic with a score of 407.
 - o Community with a score of 411.
 - o Employee Engagement with a score of 408.
 - o Supervision with a score of 410.
 - o Workplace with a score of 401.
- Lowest-scoring categories include:
 - o Pay with a score of 271, a slight decrease from 2021 and 5.9 percent higher compared to similar agencies.
 - o Employee Development with a score of 380.
 - o Internal Communications with a score of 371.

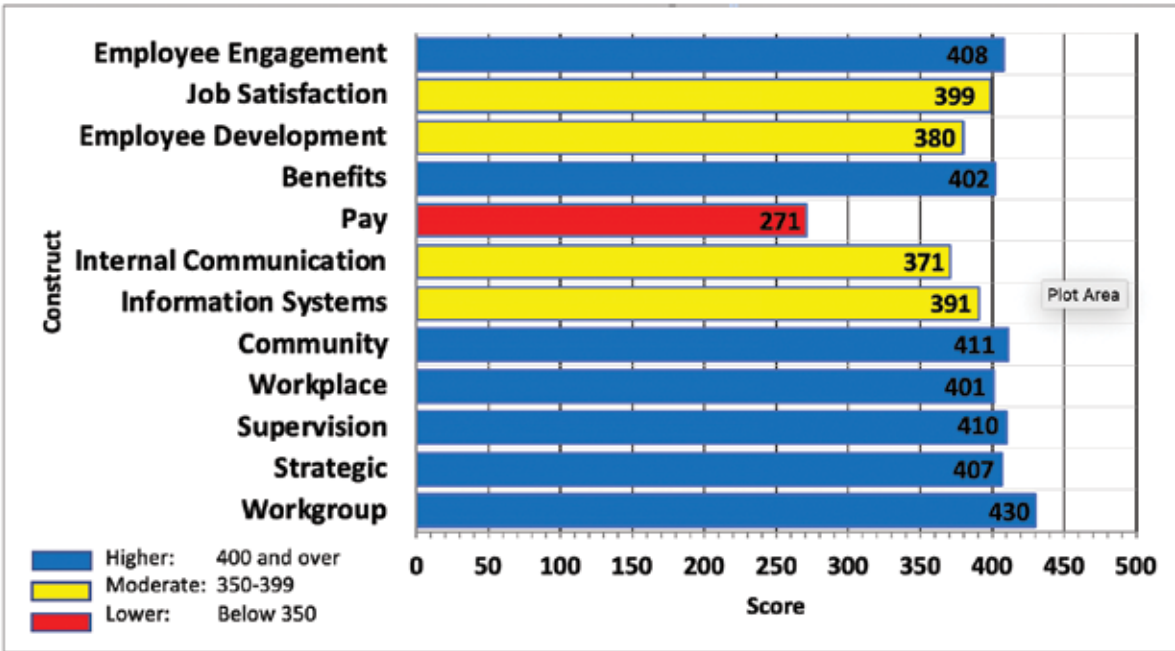
General Respondent Information		
	FY 2024	FY 2022
Total Respondents	250	220
Response Rate	80.9%	85.6%
Males	102	87
Females	127	116
Prefer not to answer	14	
Prefer to self-describe	Less than 5	
African American/Black	8	Less than 5
Hispanic American	38	27
White	197	184
Asian	Less than 5	
Native American, Pacific Islander	Less than 5	Less than 5
Prefer not to answer	25	
Prefer to self-describe	11	
16–29 years of age	18	10
30–39 years of age	57	57
40–49 years of age	52	44
50–59 years of age	62	48
60+	39	41
Prefer not to answer	22	
Bachelor’s Degree	66	61
Graduate Degree	104	91
Supervisors	84	67
Non-supervisors	149	142
Prefer not to answer	17	

All three of the lowest-scoring areas (Employee Development, Internal Communications, and Pay) either improved or remained stable compared to the previous survey. Two of these three exceeded the desirable goal of 350 or better, and all three scores surpassed the average benchmark scores for similar-sized agencies.

Survey Constructs

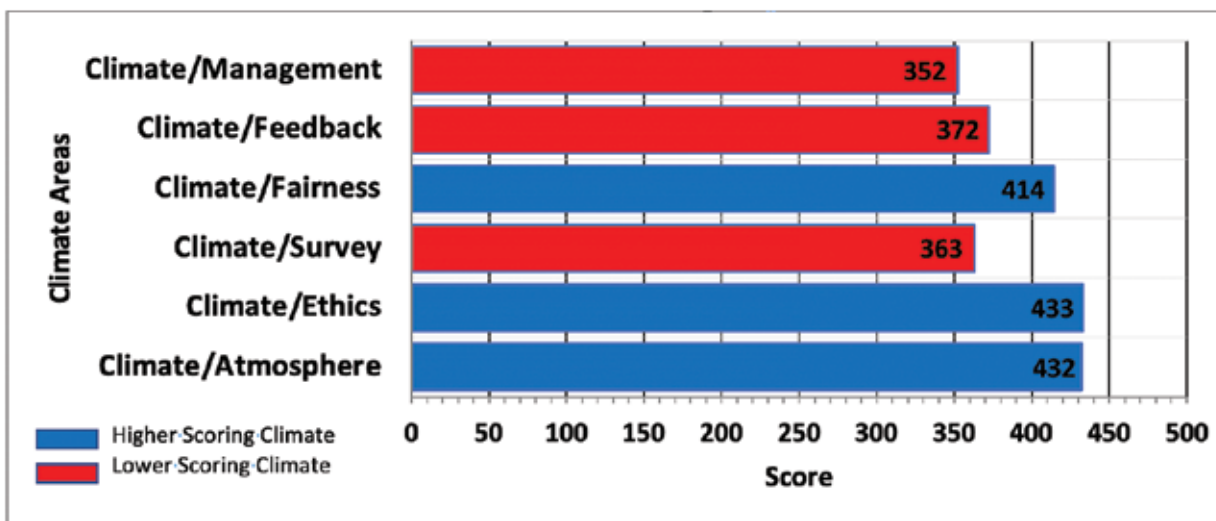
The SEE has 12 constructs, which capture the concepts most utilized by leadership and those that drive organizational performance and engagement. These constructs are Employee Engagement, Job Satisfaction, Employee Development, Benefits, Pay, Internal Communication, Information Systems, Community, Workplace, Supervision, Strategic, and Workgroup. These constructs are designed to broadly profile organizational strengths and weaknesses.¹

Construct Analysis



The SEE also measures Climate Areas, which to a large extent, determine an organization's efficiency and effectiveness. Three of the six Climate Areas scored above 375, indicating areas of substantial strength for the agency. Scores of 350 or above suggest that employees perceive the issue more positively than negatively.

Climate Analysis



¹ Survey of Employee Engagement, Executive Summary, Report ID: 808, 2023 (FY24)

Action Plan for Excellence

In response to the survey results, the executive director and deputy executive director met with each division director to discuss their divisional scores and develop recommendations for addressing the survey results. In collaboration with agency management and with input from THC commissioners, an action plan was developed with a specific focus to improve our three lower scoring areas of the SEE. Objectives and impacts of this action plan are multifold:

1. To continue to reinforce recognition of the good work of staff through monetary and non-monetary recognition, awards, and support;
2. To continue to reinforce an environment in which internal communications and feedback are welcomed, valued, and utilized;
3. To continue to improve the information systems infrastructure, data accessibility, and productivity tools for staff, and;
4. To reinforce and support strategic leadership and supervisory development.

E. Report on Customer Service

REPORT ON CUSTOMER SERVICE SURVEY

SPRING 2024

BY

THE TEXAS HISTORICAL COMMISSION

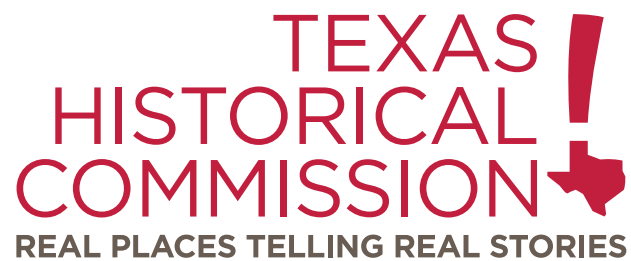


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I. Overview

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

The THC is composed of 15 citizen members appointed by the governor to staggered six-year terms. As of September 1, 2024, the agency had authorized 346.5 full-time employees who work in various fields, including archeology, architecture, history, communications, economic development, finance and accounting, grants administration, heritage tourism, human resources, information technology, procurement and contracting services, and public and historic site administration.

Since 1953—when it was established as the Texas State Historical Survey Committee—the agency now known as the Texas Historical Commission has served as the Lone Star State's leader in the preservation of Texas history. The THC administers more than two dozen programs that protect the precious places Texans value—colonial missions, courthouses, battlefields, and more. Through our stewardship of Texas' State Historic Sites, National Register properties, irreplaceable archeological sites, and historic county courthouses, the THC has become one of the most respected state preservation offices in the nation. We have also become a powerful engine of economic development for Texas communities.

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

The Texas Historical Commission's Customer Service Goals

The THC has always committed itself to serving the needs of the public, particularly those involved in historic preservation. The agency recognizes that the public is our customer base, just as any private-sector business has customers. It is our intention to provide the best possible service to them and our goal is to be recognized for the pursuit of excellence in the area of customer service.

In February 2024, the THC contracted with the Institute for Organizational Excellence at the University of Texas at Austin to administer an electronic survey of the customers of the agency. One goal of this survey was to assess customer satisfaction with the THC in compliance with the Customer Service Standards Act of 1999, Senate Bill 1563, and Texas Government Code, Chapter 2114.002. Another goal was to provide agency leadership with primary research information on how well the THC responds to the expressed needs of those who call upon the agency for assistance. This will allow the agency leadership and staff to make any changes necessary to be more responsive to the customers of the agency and better stewards of the state's resources.

Inventory of External Customers Surveyed

The total number surveyed was 6,300 and included these priority populations:

- Archeological Stewards
- Courthouse-County Judges
- Courthouse Office Assistants
- Courthouse Facility Managers
- Certified Local Governments
- County Historical Commissions
- Friends (Webinar Participants)
- Heritage Tourism
- Historic Sites Friends Group
- Media Contact
- Main Street Managers
- Medallion Subscribers
- Museum Services
- Historic Sites-Visitors

The THC provides technical assistance to all these groups along with on-site consultations, in many cases regarding historical markers, historic zoning ordinances, heritage tourism, downtown revitalization, planning, and architectural and archeological site identification and protection.

Information-Gathering Methodology

The design process incorporated three objectives. First, the survey created substantive customer service survey data for strategic planning and organizational initiatives. Second, the design accurately portrayed and represented the perceptions of customers using standard and tested surveying techniques. Lastly, implementing the survey established an open forum in which both the residents of Texas and the direct recipients of services could evaluate interactions, recognize outstanding service, and/or offer insights into how service was delivered and where service needed to improve.

Eight survey areas were specifically listed in the Legislative Budget Board’s strategic planning instructions derived from the Customer Service Standards Act. The THC chose to use these eight survey areas—facilities, staff interaction, communications, internet sites, complaint-handling processes, service timeliness, printed information, and overall satisfaction. For each dimension, the survey participants were asked to respond to various items concerning perceptions of customer service.

The customer perceptions were measured on a Likert-type scale with six possible responses (Strongly Satisfied, Satisfied, Neutral, Not Satisfied, Strongly Not Satisfied, and Not Applicable). Point values ranging from 5, for Strongly Satisfied, to 1, for Strongly Unsatisfied, were assigned upon processing the data. Other choices included were Prefer Not to Answer/Don’t Know and Not Applicable with a value of 0. The higher the response, the more strongly respondents agreed with the statement. All items were positively worded, so higher values represent higher levels of agreement or may be viewed as more positive perceptions of customer service.

Survey Instrument Type, Rate of Response, and Respondent Demographics

A survey invitation was sent out on February 5, 2024, to 15,255 subscribers on the Texas Historical Commission email listservs. The invitation provided information about the survey and assured the respondent that their comments would be confidential and anonymous. The survey was closed on February 23, 2024.

The survey served as a general customer service diagnostic that assessed customer perceptions in broad topical areas. While many inferences can be made from the survey data, low-scoring areas may require additional assessment to determine underlying causes. Conversely, further examination of high-scoring dimensions may produce examples of an organization’s “best practices” that can be shared among other parts of the agency. Also, the general nature of the survey enables the agency to use the instrument in different settings; therefore, the survey results allow for the comparison of dimensions across the organization. In addition, instruments such as these (voluntary questionnaires of customers) are succinct, so each respondent can complete the survey in only a few minutes. Typically, long questionnaires discourage participation due to the specificity of items and the considerable length of time to complete the survey. This survey resulted in a response rate of 7.72 percent, compared to an 8 percent response rate in 2022.

The tables below provide the response rate for the past five surveys conducted and the customer types that responded.

	Spring 2024	Spring 2022	Spring 2020	Spring 2018	Spring 2016
Total Distributed	15,255	6,300	3,410	2,136	2,280
Total Completed	1,178	512	372	435	407
Response Rate	7.72%	8%	10.9%	20%	18%

Select the customer type that best describes you: 1130 Responded to Overall		
Archeological Steward	17	1.50%
Courthouse-County Judge	14	1.24%
Courthouse Office Assistant	4	.35%
Courthouse Facility Manager	6	.53%
Certified Local Government	21	1.86%
County Historical Commission	32	2.83%
Friends (Webinar Participant)	107	9.50%
Heritage Tourism	22	1.95%
Historic Site Friends Group	16	1.42%
Main Street Manager	24	2.12%
Medallion Subscriber	314	28.00%
Museum Services	525	46.50%
Historic Sites Visitor	20	1.80%

II. Analysis

Survey responses were compiled and analyzed, and the percentage of respondents was tabulated. Furthermore, for each category code, such as industry and program, an average score for this item was calculated: "Overall, I am satisfied with my experience." This item is a general statement about the agency's customer service performance. Providing these scores for each category permits direct comparisons across the various response options. For the scaled items (the non-demographic items listed at the bottom of the survey), average scores, number of respondents, standard deviations, and frequency counts of response choices were calculated. The statistical calculation of standard deviation measures the variability of responses. The smaller the standard deviation, the closer together the distribution of the respondents' scores are. The greater the standard deviation, the more scores are spread among the responses. Once item averages were calculated, dimensional averages were computed by taking an average of all the mean item responses, which comprised the different dimensions.

Additional analysis of the survey instrument was conducted. Confidence intervals (set at 95 percent, the most commonly reported level) were calculated for all scaled items. The level creates an interval (a range around the average item score). This means that the agency can be 95 percent confident that the interval contained the average scores for the selected customer sample. Reliability (a consistency measure of the survey instrument) was calculated and had an internal consistency coefficient exceeding the generally accepted value. Sample sizes and anticipated rates of response allowed for a plus/minus 5 percent error rate at the 95 percent confidence level. Subject research, face validity, and factor analysis were used to assure general validity. In other terms, the survey measured what it intended to measure.

Item Score Summary

The items were scored on a five-point scale, with 5 being Strongly Satisfied and 1 being Strongly Unsatisfied. The agency had a positive overall satisfaction rating of 85.9 percent, compared to 91.2 percent in 2022. Of the remaining respondents, 7.6 percent were Neutral, 3.9 percent of the population surveyed responded Unsatisfied and 2.6 percent were N/A.

On a scale of 1 to 5, the agency achieved a score of 4 or over in all areas surveyed except on the complaint-handling question of 3.85. The highest score of 4.43 related to staff members being knowledgeable and helpful. The scores are as follows in descending order:

Item		Avg.
1.	How satisfied are/were you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of nameplates or tags for accountability?	4.43
2.	How satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?	4.41
3.	How satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfer, access to live person, letters, electronic mail, and any applicable text messaging or mobile applications?	4.27
4.	Please rate your overall satisfaction with the THC.	4.27
5.	How satisfied were you with the agency's ability to timely serve you, including the amount of time you waited for service in person?	4.24
6.	How satisfied are/were you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	4.21
7.	How satisfied are/were you with the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site, such as a listing of services and programs and whom to contact for further information or to complain?	4.16
8.	How satisfied were you with the agency's complaint-handling process, including whether it is easy to file a complaint and whether responses are timely?	3.85

III. Customer Service Performance Measures

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received: 85.9 percent

Output Measures

Number of Customers Surveyed: 15,255

Efficiency Measures

Cost Per Customer Surveyed: \$.11

Explanatory Measures

Number of Customers Identified: 15,255

Number of Customer Groups Inventoried: 13

IV. Survey Items

For the following section, customers are asked to indicate how strongly they agree or disagree that the statement describes their experience. Possible responses and related point values for the response are listed below.

The survey consists of eight items, which are scored as follows:

- (1) Strongly Unsatisfied
- (2) Unsatisfied
- (3) Neutral
- (4) Satisfied
- (5) Strongly Satisfied
- (Not scored) Prefer Not to Answer/Don't Know and Not Applicable

Any survey item with an average (mean) score above the neutral midpoint of 3 suggests that customers perceive the issue more positively than negatively. Scores of 4 or higher indicate areas of substantial strength for the organization. Conversely, scores below 3 are viewed more negatively by customers and should be a significant source of concern for the organization and receive immediate attention.

Number of Respondents

Number of Respondents is the number of valid responses. This includes those responding, "Not Applicable."

Current Score

Current Score is calculated by taking the numerical average of the responses for that item. "Not Applicable" responses are not used in this calculation.

Frequency Distribution

Frequency Distribution is provided by presenting both the frequency and corresponding percentage for each possible response. This is provided in a numerical table.

Over Time Comparison Data

Over-Time Comparison Data is available to see how responses have changed over time and how different the average score is from the benchmark. The over-time data is presented in numerical format.

1. Staff: If you interact or have interacted with THC staff, how satisfied are/were you with the agency’s staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves by name, including the use of nameplates or tags for accountability?

Number of Respondents: 1,166

Current Score: 4.43

Response	Frequency	Percentage
Satisfied	813	69.7%
Neutral	45	3.9%
Unsatisfied	28	2.4%
N/A	279	23.9%

Over Time Comparison

Current: 4.43
 Spring 2022: 4.49
 Spring 2020: 4.54
 Spring 2018: 4.50
 Spring 2016: 4.44

2. Facilities: If you visit or have visited a THC facility, how satisfied are/were you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?

Number of Respondents: 1,167

Current Score: 4.21

Response	Frequency	Percentage
Satisfied	594	50.9%
Neutral	58	5.0%
Unsatisfied	22	1.9%
N/A	492	42.2%

Over Time Comparison

Current: 4.21
 Spring 2022: 4.06
 Spring 2020: 4.34
 Spring 2018: 4.46
 Spring 2016: 4.32

3. If you interact or have interacted with the THC’s website, how satisfied are/were you with the agency’s website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as listing of services and programs and whom to contact for further information or to complain?

Number of Respondents: 1,167
 Current Score: 4.21

Response	Frequency	Percentage
Satisfied	594	50.9%
Neutral	58	5.0%
Unsatisfied	22	1.9%
N/A	492	42.2%

Current: 4.16
 Spring 2022: 4.23
 Spring 2020: 4.26

Previous question: The website was easy to use and well organized.

Over-Time Comparison

Spring 2018: 4.03
 Spring 2016: 4.00

Previous question: The website contained clear and accurate information on events, services, and contact information.

Over-Time Comparison

Spring 2018: 4.12
 Spring 2016: 4.07

4. Complaint-Handling Process: If you have filed a formal complaint, how satisfied were you with the agency’s complaint-handling process, including whether it is easy to file a complaint and whether responses are timely?

Number of Respondents: 1154
 Current Score: 3.85

Response	Frequency	Percentage
Satisfied	198	17.2%
Neutral	45	3.9%
Unsatisfied	30	2.6%
N/A	880	76.3%

Over Time Comparison

Current: 3.85
 Spring 2022: 3.88
 Spring 2020: 3.51
 Spring 2018: 4.14
 Spring 2016: 4.05

5. Communication: If you communicate or have communicated with the THC, how satisfied are/were you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfer, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

Number of Respondents: 1,155

Current Score: 4.27

Response	Frequency	Percentage
Satisfied	763	66.1%
Neutral	60	5.2%
Unsatisfied	35	3.0%
N/A	296	25.6%

Over Time Comparison

Current: 4.27

Spring 2022: 4.29

Spring 2020: 4.47

Spring 2018: 4.26

Spring 2016: 4.18

6. Printed Information: If you receive or have received printed information from the THC, how satisfied are/were you with any agency brochures or other printed information, including the accuracy of that information?

Number of Respondents: 1,143

Current Score: 4.41

Response	Frequency	Percentage
Satisfied	847	74.1%
Neutral	37	3.2%
Unsatisfied	19	1.7%
N/A	239	20.9%

Over Time Comparison

Current: 4.41

Spring 2022: 4.39

Spring 2020: 4.47

Spring 2018: 4.40

Spring 2016: 4.33

7. Service Time: If you waited to receive a service from the THC, how satisfied were you with the agency's ability to serve you in a timely manner, including the amount of time you waited for service in person?

Number of Respondents: 1,069

Current Score: 4.24

Response	Frequency	Percentage
Satisfied	525	49.1%
Neutral	51	4.8%
Unsatisfied	26	2.4%
N/A	467	43.7%

Over Time Comparison

Current: 4.24

Spring 2022: 4.16

Spring 2020: 4.08

Spring 2018: 4.37

Spring 2016: 4.25

8. Overall Satisfaction: Please rate your overall satisfaction with the THC.

Number of Respondents: 1,130

Current Score: 4.27

Response	Frequency	Percentage
Satisfied	970	85.9%
Neutral	86	7.6%
Unsatisfied	44	3.9%
N/A	29	2.6%

Over Time Comparison

Current: 4.27

Spring 2022: 4.37

Spring 2020: 4.48

Spring 2018: 4.40

Spring 2016: 4.23

F. Certification of Compliance with Cybersecurity Training



CERTIFICATE

Texas Historical Commission

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Executive Director

Handwritten signature of Joseph Bell in cursive script.

Signature

Joseph Bell

Printed Name

Executive Director

Title

May 17, 2024

Date

Board or Commission Chair

Handwritten signature of John L. Nau, III in cursive script.

Signature

John L. Nau, III

Printed Name

Commission Chair

Title

May 17, 2024

Date

G. Report on Projects and Acquisitions Financed by Certain Fund Sources

Historic Infrastructure Sustainability Trust Fund Projects

Site Projects


Site	Project
Bush Family Home	Develop Learning Center
Caddo Mounds	Rehab Metal Packing House for Artifact Processing
Caddo Mounds	Cultural Center Reconstruction
Caddo Mounds	Develop an Artifact Repository
Eisenhower Birthplace	Site and Landscape Improvements
Eisenhower Birthplace	Renovate Residences
Fort Griffin	Jackson House Preservation
Fort Griffin	Ruins Stabilization at Fort Griffin—Phase 2
Fort Lancaster	Ruins Stabilization at Fort Lancaster—Phase 2
Fort Lancaster	Arbor and Stagecoach Shelter
Fort Martin Scott	Building Remodeling and Landscaping
Fort McKavett	Develop Reproduction Mess Hall near the Barracks to Serve as Program Space
Fort McKavett	Ruins Stabilization and Roofing
Fort McKavett	Barracks Reconstruction
French Legation	Legation House and Kitchen Exterior Restoration
Fulton Mansion	Mansion—Exterior Repairs
Fulton Mansion	Visitor Center—Interior and Exterior Renovations
Goodnight Ranch	Visitor Center—Add Education Wing
Goodnight Ranch	Develop Interpretive Building on Concrete Slab Adjacent to Cattalo Building
Goodnight Ranch	Building Remodeling and Landscaping
Historic Sites Statewide	Facility Maintenance, Repairs, and Mechanical Replacements
Historic Sites Statewide	Site Street and Parking Improvements
Iwo Jima Museum and Monument	Building Remodeling and Landscaping
Landmark Inn	Develop Learning Center
Landmark Inn	Develop Interpretive Wall
Landmark Inn	Roof Replacement—Vance Hotel and House
Magoffin Home	Magoffin Home and Visitor Center—Interior and Exterior Restoration
Monument Hill and Kreische Brewery	Brewery Ruin Stabilization and Drainage
Monument Hill and Kreische Brewery	Accessible Trail Improvements and Drainage
Monument Hill and Kreische Brewery	Kreische House—Interior and Exterior Restoration
Monument Hill and Kreische Brewery	Visitor Center, Monument, and Landscaping
National Museum of the Pacific War	Building Remodeling and Landscaping
Port Isabel Lighthouse	Classroom and Landscape Improvements
Presidio La Bahía	Remodel and Landscaping
Sabine Pass Battleground	Landscape and Building Restoration
Sam Bell Maxey	Foundation Stabilization, Interior and Exterior Renovation, and Landscape Restoration
Sam Rayburn House	Exterior Repairs Main House, Tractor Shed, and Garage
San Felipe de Austin	Interpretive Landscape
San Felipe de Austin	Maintenance, Archeology, Retail Storage (MARS) Complex, Including Parking and Roads
San Jacinto Battleground	Monument—Restoration and Landscaping
Starr Family Home	Convert Maplecroft Garage to Visitor Center
Starr Family Home	Maplecroft: Interior and Exterior Repairs
Starr Family Home	Install Windmill
State Longhorn Herd	Longhorn Herd Lease and Site Improvements
Varner-Hogg Plantation	Stabilize Sugar Mill and Cemetery Ruins
Varner-Hogg Plantation	Plantation House—Interior and Exterior Preservation
Washington-on-the-Brazos	Structural Repairs and Remodeling
Washington-on-the-Brazos	Barrington Plantation—Office Expansion

Archeology Projects

Site	Project
Fort Martin Scott	Archeological Survey and Field Work
Fort McKavett	Fort McKavett Collections Processing
Historic Sites	Archeological Field Equipment
Historic Sites	Curatorial and Archeology Facility Equipment
Historic Sites	Collections Transfer Catalog and Transport
Levi Jordan Plantation	Archeological Field Work
Mission Socorro	Archeological Master Plan and Field Work
Mission Socorro	Native American Graves Protection and Repatriation Act (NAGPRA)
	Consultation and Repatriation of Human Remains
Presidio la Bahía	Geophysical Survey and Field Work
Presidio la Bahía	NAGPRA Consultation and Repatriation of Human Remains
San Felipe de Austin	Archeological Field Work
San Jacinto Battleground	Archeological Field Work
Washington-on-the-Brazos	Archeological Field Work

Exhibit and Interpretive Master Plans

Site	Project
Bush Family Home	Interpretive Master Plan
Caddo Mounds	Interpretive Master Plan
Casa Navarro	Exhibit Refresh
Fannin Battleground	Exhibit Refresh
Fanthorp Inn	Interpretive Master Plan
Fulton Mansion	Exhibit Refresh
Iwo Jima Museum and Monument	Interpretive Master Plan
Kreische Brewery	Interpretive Master Plan
Landmark Inn	Interpretive Master Plan
Mission Dolores	Mission Exterior Exhibit
San Felipe de Austin	Exhibit Refresh
San Felipe de Austin	Interpretive Master Plan
Varner-Hogg Plantation	Exhibit Refresh
Varner-Hogg Plantation	Interpretive Master Plan

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REAL PLACES TELLING REAL STORIES