

State Preservation Board Self-Evaluation Report



August 2011

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State Preservation Board Self-Evaluation Report

I. Agency Contact Information

State Preservation Board Exhibit 1: Agency Contacts				
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II. Key Functions and Performance

Provide the following information about the overall operations of your agency. More detailed information about individual programs will be requested in a later section.

A. Provide an overview of your agency's mission, objectives, and key functions.
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The State Preservation Board (SPB) is mandated by Texas Government Code, Chapter 443 to restore, preserve, and maintain the State Capitol, the 1857 General Land Office Building, other designated buildings, their contents, and their grounds, and preserving and maintaining the Governor's Mansion and by Texas Government Code, Chapter 445 to manage and operate the Bob Bullock Texas State History Museum. We provide educational programs centered on Texas history. In summary, the State Preservation Board is responsible for the following:

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

- Operating the Capitol Gift Shops;
- Managing the Capitol Extension Cafeteria;
- Operating the Capitol Visitors Parking Garage and maintaining the Capitol Complex Parking Meters

B. Do your key functions continue to serve a clear and ongoing objective? Explain why each of these functions is still needed. What harm would come from no longer performing these functions?

The SPB's key functions continue to serve a clear and ongoing objective. All of the agency's key functions advance the primary goal of restoring, preserving and maintaining the properties under its jurisdiction and providing educational programs centered on Texas history. The agency's functions are equally pertinent today as when they were mandated.

A single agency is needed to coordinate the many uses of the agency's buildings and protect the state's investment made during the restoration of the Capitol and Capitol Grounds. The responsibilities of the SPB unify the traditionally separate functions of property and building management with architectural and curatorial expertise. No other state agency integrates architectural, curatorial, and property management functions which together provide a strong basis for balancing the competing interests of building function and historical preservation. Although there are other state agencies, such as the Texas Facilities Commission and the Texas Historical Commission, with pieces of the expertise needed and these agencies could coordinate and share responsibility for preserving and maintaining the buildings, this model has not proven successful in the past. After the comprehensive restoration in the early 1990's and prior to consolidating the responsibilities under the direction of the SPB, it was apparent that the Capitol needed a strong property management team to provide proper building care. The state leadership in the 1990's legislatively mandated that the SPB provide the consistency needed to maintain the Capitol at the level in which it was restored. SPB administration designed a strategic maintenance and staffing plan which addressed current and future needs. This plan is still in use. The resulting harm of the SPB not performing these functions could be a return to the neglected state that the Capitol was in prior to the creation of the agency in 1983.

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

The Museum tells the Story of Texas within 34,000 sq. ft. of state-of-the-art permanent exhibits on three floors. A non-collecting institution, the Museum works with many statewide and national historical organizations and private individuals to feature artifacts in its galleries related to the themes of Land, Identity, and Opportunity. In addition, the Museum also includes a 7,000-sq.-foot special exhibit gallery that features original and traveling exhibitions. Its core programs consist of interactive and traditional exhibits and media experiences, which are augmented by educational and family programs relating to its mission. The Museum also houses a 400-seat IMAX Theater and a 200-seat theater for films and lectures.

The Museum engages visitors in a dialogue about the importance of history and teaches important lessons

about leadership, civic engagement, and the men and women who have made the state and country great. The study of history is essential to understanding the world around us and the many cultures and communities that make up our diverse state. In studying the past, we are preparing children for their future, creating informed citizens who will write the next chapter in the story of Texas.

The Museum maintains a focus on education and since opening, its mission and values of service to the state have remained constant. There are no other museums in Texas that tell the complete story of our state's history from pre-European contact to the present.

C. What evidence can your agency provide to show your overall effectiveness and efficiency in meeting your objectives?

Staff evaluate effectiveness and efficiency in meeting the objectives of the agency through a combination of standard performance measures and input from building occupants and visitors and educational program users. Quarterly reports on all performance measures are monitored regularly and variances are analyzed. In FY 2010, performance targets were met or exceeded on five of six key performance measures. Of the total of twenty-seven performance measures, twenty-one of the targets were either met or exceeded. Of the six targets not met, all can be attributed to the downturn in the economy.

The effectiveness and efficiency of the agency's facilities operation is shown by the excellent condition of the buildings under our care. The buildings have no deferred maintenance items.

Capitol Visitor Services utilizes a number of surveys to determine the effectiveness of Capitol customer service and programs. Customer comment cards are offered to all visitors at the Capitol and the Capitol Visitors Center (CVC). Comment cards offer the opportunity for visitors to tell the agency about their visit to the facilities. As a way of soliciting feedback from school group tours, in FY 2008 CVC staff began handing out teacher surveys to every group who participated in a tour. These forms asked for teacher feedback regarding reservations, pre-tour information, tour experience and effectiveness of the tour guide. The Capitol Tour Guide Office began handing out similar surveys to all school groups participating in tours in FY 2010. The teacher comments are compiled and distributed annually to all tour staff for review. Based on the feedback received from educators using the teacher surveys, both the content and presentations of the grade level tours at the Visitors Center and in the Capitol have been adjusted. Grade specific tours have been developed in both locations and a shorter tour was created at the Visitors Center for groups with either a large number of students or a limited amount of time to tour. Additionally, a tour was created at the Visitors Center that incorporated school groups with large numbers of parents in attendance. Suggestions from educators included requests that more time be spent on the history of the Capitol and the history of Texas and less time on the legislative process. Another suggestion has led to the creation of an interactive tour for the grounds: one designed for fourth graders and a different one designed for seventh graders. Encouraging viable feedback on a continued basis from educators has resulted in an important annual review of the agency's tours and their content.

All staff members also provide anonymous feedback on the school tours and logistical arrangements that are also then compiled and given to all staff members annually. At the conclusion of the school year, CVC and Tour Guide staff hold separate evaluation meetings where feedback from the teachers and staff are reviewed and discussed. Out of this process Visitor Services has begun a number of new initiatives including placement of a mobile greeter cart on the east Capitol grounds to assist groups at the bus loading/unloading zone, tours of the Capitol Visitor Center with more parent/chaperone interaction and the creation of grade-level tours at the Capitol. This process of teacher and staff feedback allows the division to determine what things are working well and areas that need improvement and the necessary

steps to better meet our visitors' needs.

The Bob Bullock Texas State History Museum effectively meets the objectives through visitation numbers and the ability to fulfill the Museum's mission and values statements. The Museum is one of the most frequently visited history museums in the country. The Museum appeals to a diverse audience and has served more than five million visitors including more than 850,000 schoolchildren since its opening in April 2001. Approximately 55 percent of its audience comes from the Austin/Central Texas area, with the San Antonio, Dallas, and Houston metropolitan areas comprising a significant percentage of the remaining attendance as well as visitors from across the U.S. and other countries. In addition, the Museum receives 3,200,000 hits on its website each year and roughly 464,000 unique visits. The Museum also maintains a loyal core of members which now number 4,600. The Museum has been efficient in gaining visitation and building programming while earning revenue to support operations during economically challenging times.

D. Does your agency's enabling law continue to correctly reflect your mission, objectives, and approach to performing your functions? Have you recommended changes to the Legislature in the past to improve your agency's operations? If so, explain. Were the changes adopted?

The SPB's enabling law continues to reflect the mission, objectives and approach to performing the agency's functions. In the 82nd Legislature, agency staff recommended significant changes and additions to the SPB statute, all with the goal of making the agency function more efficiently and effectively.

Specific changes requested that were adopted include:

- Requirement that the SPB review any proposals for changes to the Capitol Complex at the earliest planning stages of the project rather than later in the project development;
- Authorization to use gifts of property made to the SPB for the purpose specified by the grantor;
- Authorization to charge Capitol event holders for indirect costs associated with their event or exhibit;
- Authorization to transfer funds from the Capitol Renewal Trust Fund to any account in the Capitol Fund; and
- Authorization to establish a *Friends of the Capitol* fundraising and support organization

Important changes requested by the agency that were not adopted include:

- Authorization for the use of Board member designees during Board meetings - The Governor, the Lieutenant Governor, and the Speaker of the House of Representatives may designate a representative to act on their behalf during a board meeting.

E. Do any of your agency's functions overlap or duplicate those of another state or federal agency? Explain if, and why, each of your key functions is most appropriately placed within your agency. How do you ensure against duplication with other related agencies?

SPB's functions do not overlap or duplicate those of other state or federal agencies. As noted in the 1996 Sunset Advisory Commission Staff Report, no other state agency has the expertise to fulfill the wide range of functions currently being performed by the SPB. Although the Texas Facilities Commission (TFC) has primary responsibility for maintaining most state office buildings, that responsibility has not

required judgments based on the historical significance of those buildings. Although Texas Historical Commission (THC) has the expertise to make architecturally and curatorially-sensitive decisions about the preservation and maintenance of the historical buildings under SPB's care, it does not have the experience or property management expertise necessary to maintain and manage the facilities. As noted earlier, while TFC and THC could coordinate and share responsibility for preserving and maintaining the Capitol and related buildings, past fragmentation of these functions between agencies caused problems, contributing to the neglected state of the pre-restoration Capitol.

The agency strives to develop close working relationships with as many state agencies as possible so that resources may be shared, overlaps eliminated and the level of service improved for all Texans. The agency currently has interagency agreements with the Texas Workforce Commission (providing TWC with grounds maintenance services, employee parking spaces, and employee service awards), Texas Facilities Commission (allowing use to the Capitol Visitors Parking Garage for after-hours special event parking), Department of Public Safety (providing DPS with two FTEs for parking meter duties and assistance on the Capitol security upgrade project), Texas Department of Insurance (Capitol Fire Marshal services provided to SPB buildings), Texas Legislative Council (IT equipment and services for SPB offices), Texas Historical Commission (SPB providing planning for the installation of the French ship *La Belle* into the Museum; coordination on the Tejano Monument Project), and the Office of the Governor (SPB provides employee parking spaces).

F. In general, how do other states carry out similar functions?

Other states carry out their statehouse's building management functions in a variety of ways. Most state capitols are set up to have one state agency responsible for all aspects of the operation of the building, however, many of those capitols are managed by a state General Services Building agency which is also responsible for the operation of all other state office buildings. Prior to the SPB taking over the facilities maintenance function from the General Services Commission in 1997, staff closely studied how building maintenance, preservation and visitor service duties were performed at the capitols in Ohio and Michigan. Both Michigan and Ohio offered examples of a single agency devoted only to the preservation and management of the capitol. The agencies that oversee the capitols in these states offer the closest comparison to the services offered by the SPB.

In terms of visitor services offered, an informal survey has been shared with staff at state capitols in an attempt to capture data about business operations in statehouses around the country. Gathered information indicates that more than half of the capitols responding have some sort of tourism component, although at least one is a "building tour desk only." Many of the capitols polled are operated collectively by a number of different agencies including some sort of administrative/general/facilities services, law enforcement and various legislative agencies. Staffs at many state capitols such as Utah and Oklahoma have contacted the Texas State Preservation Board curatorial department to request documentation about programs including collection policy, collection management manual and procedures for the long-term maintenance of historic furnishings and decorative arts. Additionally, staff from not only some state capitols but also the national capitol have visited the Texas State Preservation Board offices to review the successful preservation, maintenance and interpretation of our buildings, contents and grounds.

There are many states that have state museums that are similar to the Bob Bullock Texas State History Museum (TSHM) and operate under the umbrella of state government. Some are 501(c)3 entities and some are state agencies under section 170, like the TSHM. However, most are collecting institutions while the TSHM is not. The Museum is truly unique in that it borrows artifacts from other museums, or

organizations, individuals and state agencies. Most of the state museum's generate earned income from sources like a store, café and facility rentals, but few rely as heavily on those sources of income for support as does the TSHM.

There are many organizations across the country that have a dual structure combining a governmental organization such as the Museum with a non-profit foundation such as the Texas State History Museum Foundation. The Texas State History Museum Foundation was established in 1999 as a 501(c)3 for the sole purpose of supporting the Museum. The North Carolina State History Museum (which has an operating budget of roughly \$5 million), is mentioned as the inspiration for Bob Bullock's idea to build a museum for Texas. The North Carolina museum created a separate fundraising arm in the 1970s to run the museum's membership department and its annual gala. The foundation did not report to the museum. The museum found this arrangement ineffective and established a second foundation with the sole purpose of raising funds for museum programs and exhibitions. The foundation director is paid by the foundation but reports to the director of the museum.

The South Carolina State Museum (\$4.6 million budget) has a similar arrangement with a separate 501(c)3 foundation that supports it through fundraising. The director of the museum reports to a Museum Commission appointed by the governor. The MOU between the museum and the foundation was amended in the 1990s to allow the director of the foundation to report to the museum director. Since 2006, the foundation has raised \$9.5 million for the museum's capital campaign.

Below are three examples of state museums:

The Washington State Historical Society: During the development of the TSHM staff members visited The Washington State Historical Society in Tacoma, WA to benchmark operations. The Washington State Historical Society is a 501(c)3 membership organization and is also recognized in statute as a trustee agency of the state of Washington with enumerated powers. Founded in 1891 and now into its second century of service, the Washington State Historical Society is dedicated to collecting, preserving, and vividly presenting Washington's rich and varied history. The Society is comprised of a family of museums and research centers, offering a variety of services to researchers, historians, scholars, and the lifelong learner. The Society is governed by a board of trustees which includes seven public officials (the Governor, Secretary of State, Superintendent of Public Instruction and four state legislators) who serve ex officio. Trustees (excepting statewide elected officials) are limited to three three-year terms, the officers (President, Vice Presidents for western and eastern Washington and the Treasurer) are limited to two three-year terms. The director is appointed by, and serves at the pleasure of, the board and functions as the corporate secretary.

The TSHM does not have a board and the Museum Director reports to the Executive Director of the State Preservation Board, who in turn reports to a Board of six including the Governor, Lt Governor, Speaker of the House, a Senator, a Representative and a public member appointed by the Governor.

The TSHM is supported by the Texas State History Museum Foundation, which is a 501(c)3. The Foundation organizes an annual Gala, of which a portion of the proceeds (up to \$200,000 annually) support the operations of the TSHM, provides block grants from its endowment, and further supports the Museum by seeking donations from foundations, corporations and individuals.

The California Museum: The California Museum, originally named the Golden State Museum, opened in Sacramento in June 1998 as a partnership between the State of California and the Museum as a private non-profit. Under the development of the Secretary of State's office, the museum building and initial exhibits were funded by state bonds. The museum displays contents of the vast and various state archives. Private contributions, augmented by proceeds from admissions and the museum store, continue

to fund the museum's programs and operations. As the museum's budget has grown they have expanded their initial focus on educational programs that meet the state curriculum standards to broader curatorial and interpretive programs. This museum has Honorary Board Members and Board Members which support the museum in various capacities including fundraising.

Florida Museum of Natural History: The Florida Museum of Natural History, located at the University of Florida in Gainesville, is Florida's state museum of natural history, dedicated to understanding, preserving and interpreting the state's biological diversity and cultural heritage. The Florida's legislative statute §1004.56 states that "the exhibitions, collections, and library of the museum shall be open, free to the public, under suitable rules to be promulgated by the director of the museum and approved by the University of Florida." The museum relies on outside contributions to support its activities including community outreach, research, and conservation initiatives. In 1997 they began the first phase of retrofitting their buildings and a major capital campaign is currently underway to fund several building initiatives.

Although TSHM is considered a large Museum with a full time and part time staff of 64 and an annual operating budget of \$6.2 million, The Florida Museum of Natural History is a larger institution with a staff of 100 full-time and 120 part-time members and about 700 volunteers. The annual operating budget is about \$16 million which is derived from state and federal funding and gifts of private support. The museum is accredited by the American Association of Museums and is an institutional member of the Association of Science-Technology Centers, the Natural Science Collections Alliance, the Florida Association of Museums and the Southeastern Museums Conference. Despite the differences in size, TSHM's visitation of 500,000 is considerably higher than the 200,000 visitors to the Florida Museum of Natural History each year.

G. What key obstacles impair your agency's ability to achieve its objectives?

1. Lack of Funding and Perception that the Bob Bullock Texas State History Museum is Funded by the State

Many people believe that the Texas State History Museum is primarily funded by the state and as such does not need private support. Presently, the agency does not receive a regular appropriation for the operation of the Texas State History Museum from the state and relies almost exclusively on earned income to support its operations. In addition, one of the Museum's most important sources of revenue comes from commercial feature films which were introduced into the IMAX theater in 2007. It is almost impossible to predict that stream of income which varies depending on what films are released and offered to the Museum in any one year. The reliance on earned income worked well in the early years of the Museum when public interest was at an all-time high. The Museum generated a surplus in the first few years of operations but then sustained an average annual deficit of \$300,000 for seven consecutive years. The deficits were covered by a sinking fund of \$2 million that was established the first year the Museum opened. That fund is nearly depleted. The Museum operated with a surplus in FY 2010 and may do so again in FY 2011.

The Museum's ability to maintain and grow its public programs and to retain qualified staff is constrained by its current funding model which relies almost totally on earned income. The Museum's building, equipment and permanent galleries are now 10 years old. Many of these components and building mechanical systems will need to be replaced in the near future but the Museum has no capital reserve fund. The Museum must seek to diversify its sources of funding and build a viable fund development program.

2. External Partnerships with the Bob Bullock Texas State History Museum

The Museum's ability to build goodwill and broad based support across the state is essential to its long-term viability. A challenge in achieving this objective of being a good community partner and being accessible to diverse audiences is constrained when working with external organizations. The Museum, as a state agency, is limited in its ability to give away a product or service. Since the Museum has a facility rental program, providing free rental space for community functions/organizations falls under this purview. Museum departments collaborating with community groups and organizations must find a way to receive an equal amount in exchange from the partnering organization or negotiate a trade of services (i.e. the Greater Austin Hispanic Chamber of Commerce requests usage of the Museum's Boardroom as a central location for their executive board meeting. To provide this space, the Museum must receive trade which may take the form of advertising, etc.). It is not always possible to negotiate an exchange with an organization that the Museum feels will be a beneficial partner. However, unless the criteria is met for a trade, the Museum is not permitted to provide the space without payment. If the Museum had greater discretion to provide meeting space to community organizations without stipulations, our ability to deepen partnerships for programming and donors cultivation would grow. The Museum's values support a culture of collaboration, and are the basis for continued success.

H. Discuss any changes that could impact your agency's key functions in the future (e.g., changes in federal law or outstanding court cases).

The SPB is not aware of any changes in federal law or outstanding court cases that could impact the agency's key functions in the future.

I. What are your agency's biggest opportunities for improvement in the future?

Providing exceptional service to our user populations continues to be the overwhelming focus of the agency. Through its continually evolving Capitol Visitor Services programs, building preservation and maintenance initiatives, and compelling educational curriculum at the Bob Bullock Texas State History Museum the agency strives to fulfill its stated mission. The Curatorial and Visitor Services departments will continue to work collaboratively on the expansion of all agency educational initiatives. Planned projects include an updated website that will feature an online Capitol Historical Artifact collections component, the development of cell telephone tours for all agency venues and specific educational endeavors such as updating the Capitol Connections curriculum guide and developing our distance learning possibilities. Continual evaluation and improvement is practiced at all levels of the agency.

Over the last several years the Capitol Visitor Services department within the agency has successfully streamlined operations and reorganized staffing. Successful departmental programs should be mirrored throughout the organization where applicable. Proven programs should be documented and offered as best practices and implemented agency-wide. The agency must focus on the continued improvement of internal communication and collaboration to reduce duplication of effort and fully benefit from all of its available resources.

Many of the current members of the legislature were not officeholders during the Capitol restoration and Capitol Extension construction. This lack of firsthand knowledge creates an opportunity to educate newly elected officials on the importance of continual preservation and preventive maintenance. When completed in the 1990's the Capitol and Capitol Extension were state-of-the-art. As technology advances

outdate the infrastructure, the SPB will strive to balance tenant conveniences with building policies that protect building integrity.

The agency has the unique ability among state government entities to generate income through its enterprise operations of the Capitol and Museum Gift Shops, food service operations, Capitol Visitors Parking Garage, Capitol Complex parking meters, and the Bob Bullock Texas State History Museum. Despite the current economic situation, opportunities to grow these revenue streams exist. The agency has already realized some of this potential through the expansion of film offerings and concessions at the Museum IMAX theater and creating a retail presence as a component of a recent Museum temporary exhibit, *Texas Treasure, Inside Our Governor's Mansion*. Additional opportunities are being explored in the food service operations, retail and contract parking.

The Museum division has identified five key priorities to ensure its continued success. The first three are related to programmatic growth and impact and the last two to infrastructure and capacity building.

1. Significantly expand public programming to engage a broader, more diverse statewide audience

To attract expanded audiences, the Museum will dramatically increase its public programming to include a range of interdisciplinary offerings including lectures, performances, musical events, workshops, demonstrations, film screenings, book signings, and symposia. These programs will take advantage of the wealth of expertise at area universities and colleges, as well as the literary and artistic community. Events will often be presented in partnership with other nonprofits and state agencies to leverage resources and to share audiences. The Museum will also create two to three annual large-scale signature events, like the successful Music Under the Star program.

2. Become a leading authority on Texas history by offering high quality and innovative exhibitions

The Museum's state-of-the-art interactive exhibits trace the history of Texas from before European exploration to the present. When conceived of in the late 1990s, the galleries represented the cutting edge of museum design and included extensive use of film, multi-media, interactive technology and environmental vignettes. These galleries have held up well over the last ten years but will need to be refreshed and updated with current technology. More importantly, they will need to be augmented with new information, interpretation, and educational approaches as the museum field changes. The Museum will divide its 7,000 sq. ft. Herzstein Gallery on the main floor into two galleries to offer an expanded range of exhibitions and focused presentations and to ensure that the changing exhibition galleries are never dark.

3. Become a key partner in K-12 education and a resource for lifelong learning to meet the needs of the state and the local community

As the flagship history museum for the state, the Museum has an opportunity to play a pivotal role in K-12 education, preparing teachers for the future by providing essential training as well as hosting an annual state-wide teacher institute. The Museum is developing a curriculum for K-12 teachers and students that meets the state standards for the study of Texas history. The Museum is also working with universities to expand its professional development opportunities for teachers through pre-service and in-service training programs and seeks to create a state-wide Summer Institute for teachers by 2014. The Museum also offers interactive distance learning programs and plans to expand the program in light of reduced funding at many school districts.

4. Re-imagine the Museum's brand and identity to affirm excellence and to increase visibility and attendance.

The Museum's permanent galleries will continue to be a primary draw for tourists from out of state and around the world. The Museum will work more closely with the Austin Visitor and Convention Bureau

to actively promote the Museum to convention and tourism visitors. In addition, the Museum will promote itself in conjunction with the Capitol Visitors Center and the Capitol as well as other major educational and cultural organizations. The Museum will begin the process of accreditation with the American Association of Museums (AAM) to ensure that it operates with the highest professional standards in the field. The Museum will rethink and clarify its brand image through a comprehensive communication and marketing campaign that emphasizes the Museum as an exciting cultural center.

5. Secure the Museum's long-term sustainability and success by expanding public and private sector support

To secure the resources necessary to maintain and grow operations, the Museum has begun to build a fundraising program. The Museum will embark on a five-year campaign to raise substantial revenues to enable the Museum to achieve its stated priorities and goals. Like other non-profits, the Museum must diversify its sources of income and develop a comprehensive fundraising plan. Public and private sector support will be significantly expanded to complement the Museum’s earned income. Current earned revenue streams will be enhanced through paid programming and other new methods of earned revenue will be explored.

J. In the following chart, provide information regarding your agency’s key performance measures included in your appropriations bill pattern, including outcome, input, efficiency, and explanatory measures.

State Preservation Board Exhibit 2: Key Performance Measures — Fiscal Year 2010			
Key Performance Measures	FY 2010 Target	FY 2010 Actual Performance	FY 2010 % of Annual Target
Percent of Maintenance Tasks Completed Correctly	99%	99%	100%
Cost Per Building Square Foot of Custodial Care	\$2.07	\$1.91	108.4%
Number of Repairs and Restorations of Historical Items Completed	270	139	51.5%
Number of School-Age Tours Conducted at the Visitors Center	1200	1769	147.4%
Income from Parking Meters	\$525,000	\$568,530	108.3%
Number of visitors to the Museum	430,000	572,809	133.2%

III. History and Major Events

Provide a timeline of your agency's history and key events, including:

- the date your agency was established;
- the original purpose and responsibilities of your agency;
- major changes in responsibilities or statutory authority;
- changes to your policymaking body's name or composition;
- significant changes in state/federal legislation, mandates, or funding;
- significant state/federal litigation that specifically affects your agency's operations; and
- key changes in your agency's organization (e.g., a major reorganization of the agency's divisions or program areas).

State Preservation Board History

1983

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

1989

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

1991

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

1993

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

1995

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

in the Capitol or on the Capitol Grounds.

1997

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

1999

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

2001

The Bob Bullock Texas State History Museum opens.

2007

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

2009

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

2011

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

IV. Policymaking Structure

A. Complete the following chart providing information on your policymaking body members.

STATE PRESERVATION BOARD Exhibit 3: Policymaking Body			
Member Name	Term/ Appointment Dates/ Appointed by ___ (e.g., Governor, Lt. Governor, Speaker)	Qualification (e.g., public member, industry representative)	City
The Honorable Rick Perry	Gov't Code §443.003		Austin
The Honorable David Dewhurst	Gov't Code §443.003		Austin
The Honorable Joe Straus, III	Gov't Code §443.003		San Antonio
The Honorable Kevin Eltife	08/31/10 - 01/08/13 Appt by Lt. Governor		Tyler
The Honorable Charlie Geren	02/15/2011 - 01/08/13 Appt by Speaker		River Oaks
Ida Louise Clement Steen	04/11/11 - 02/01/13 Appt by Governor	Citizen Member	San Antonio

B. Describe the primary role and responsibilities of your policymaking body.

The board's responsibilities include:

- Hire an executive director to administer the agency functions
- Approve major projects and budgets
- Adopt rules concerning the buildings, their contents and their grounds
- Govern and provide for the operation of The Bob Bullock Texas State History Museum
- Preserve and maintain the Capitol, General Land Office Building, contents and grounds
- Restore, preserve and maintain the Governor's Mansion
- Approve all monuments placed on the Capitol Grounds

C. How is the chair selected?

Texas Government Code, Chapter 443.004(a) dictates how the chair is selected.
Sec. 443.004. CHAIRMAN; MEETINGS. (a) The governor is chairman of the board.

D. List any special circumstances or unique features about your policymaking body or its responsibilities.

No other state agency's governing board is comprised of the Governor as chairman and the Lieutenant Governor and Speaker of the Texas House of Representatives as co-vice chairman.

E. In general, how often does your policymaking body meet? How many times did it meet in FY 2010? In FY 2011?

The State Preservation Board meets at the call of the chair. The Board met twice in FY 2010. No State Preservation Board meetings were held in FY 2011.

F. What type of training do members of your agency's policymaking body receive?

The agency's executive director conducts orientation for the board's public member. The orientation includes agency history, operations, funding, and overview of special projects.

G. Does your agency have policies that describe the respective roles of the policymaking body and agency staff in running the agency? If so, describe these policies.

Procedures for agency operations and board responsibilities are codified in the agency's Texas Administrative Code (TAC). The TAC provisions delineate the agency's responsibilities and the Board's responsibilities for protecting, preserving and maintaining the buildings and grounds under the Board's control; maintaining and preserving artifacts in the Capitol Collections; regulating visitors and use of Capitol and Grounds; approving memorials and monuments for placement on the Capitol Grounds; and management of construction contracts and change orders.

H. What information is regularly presented to your policymaking body to keep them informed of your agency's performance?

The agency's executive director meets monthly with Board member's representatives. Agency operations are reviewed and updates on special projects are presented.

I. How does your policymaking body obtain input from the public regarding issues under the jurisdiction of the agency? How is this input incorporated into the operations of your agency?

Opportunities for public input are available during Board meetings, but public input may be offered to the agency at any time, which may then be presented to the Board. The agency's operational responsibilities of preserving and maintaining a historic landmark that functions as a government building and a tourist destination with educational and informational programs, allows the public direct contact with the agency and its employees. The policymaking issues under the Board's jurisdiction are related to the protection, preservation and security of the Capitol, Extension, Old General Land Office Building, the Historic Capitol Grounds, the Governor's Mansion, and the Texas State History Museum. The affect of these issues on the public (access and use of the facilities) are the agency's responsibility as property managers.

J. If your policymaking body uses subcommittees or advisory committees to carry out its duties, fill in the following chart.

N/A

V. Funding

A. Provide a brief description of your agency's funding.

The agency is funded by general revenue appropriations, appropriated receipts, interagency contracts, investment income, donations, grants, and revenues from enterprises (Texas State History Museum, Capitol Gift Shops, Visitors Parking Garage, Capitol complex parking meters, and licensed vendors in Capitol).

B. List all riders that significantly impact your agency's budget.

For FY 2012 -2013, Strategy A.2.2, Manage State History Museum, \$500,000 in General Revenue each fiscal year for the operation of the Bob Bullock Texas State History Museum.

C. Show your agency's expenditures by strategy.

State Preservation Board	
Exhibit 5: Expenditures by Strategy - Fiscal Year 2010 (Actual)	
Goal/Strategy	Amount
Goal A - Manage Capitol and Other Buildings:	
Goal 1.1 / Preserve Building and Contents	\$ 322,006.81
Goal 1.2 / Building Maintenance	4,602,463.52
Goal 2.1 / Manage Education Program	474,901.64
Goal 2.2 / Manage State History Museum	6,008,531.65
Goal 3.1 / Manage Enterprises	37,583.52
Subtotal	\$ 11,445,487.14
Goal B - Indirect Administration:	
Goal 2.1 / Indirect Administration	886,463.08
Grand Total	\$ 12,331,950.22

D. Show your agency's objects of expense for each category of expense listed for your agency in the General Appropriations Act FY 2010-2011.

State Preservation Board							
Exhibit 6: Objects of Expense by Program Function - Fiscal Year 2010 (Actual)							
Objects of Expense	Total	Preserve Buildings and Contents	Building Maintenance	Manage Educational Program	State History Museum Debt Service	Manage Enterprises	Indirect Administration
Salaries and Wages	\$3,386,439.61	\$267,075.80	\$1,818,564.09	\$435,448.91		\$ 36,345.12	\$ 829,005.69
Other Personnel Costs	153,178.89	15,559.58	92,211.05	17,761.93		1,200.00	26,446.33
Professional Fees and Services	966,683.63	160.41	964,000.41	2,088.29			434.52
Fuels and Lubricants	654.78		640.88	13.90			
Consumable Supplies	70,997.69	3,888.47	61,720.48	4,090.79			1,297.95
Utilities	56,540.73	224.64	55,574.90	232.89			508.30
Travel	3,007.29	558.20	1,770.46	369.39			309.24
Rent - Building	662.22	265.89	213.53	83.78			99.02
Rent - Machine and Other	369,376.54		356,809.76				12,566.78
Debt Service	5,970,385.80				\$5,970,385.80		
Other Operating Expense	1,354,023.04	34,273.82	1,250,957.96	14,811.76	38,145.85	38.40	15,795.25
Total	\$12,331,950.22	\$ 322,006.81	\$4,602,463.52	\$474,901.64	\$6,008,531.65	\$ 37,583.52	\$ 886,463.08

E. Show your agency's sources of revenue. Include all local, state, and federal appropriations, all professional and operating fees, and all other sources of revenue collected by the agency, including taxes and fines.

State Preservation Board	
Exhibit 7: Sources of Revenue - Fiscal Year 2010 (Actual)	
Source	Amount
General Revenue Appropriations	\$ 21,909,788.65
Appropriated Receipts	175,508.66
Interagency Contracts	6,240.00
Interest and Other Investment Income	175,357.46
Sales of Goods and Services	9,736,651.86
Federal Grants	35,000.00
Other Grants/Donations	482,279.55
Other Miscellaneous	230.56
Total	\$ 32,521,056.74

F. If you receive funds from multiple federal programs, show the types of federal funding sources.

State Preservation Board				
Exhibit 8: Federal Funds — Fiscal Year 2010 (Actual)				
Type of Fund	State/Federal Match Ratio	State Share	Federal Share	Total Funding
National Endowment for the Humanities	100%	n/a	\$35,000	\$35,000
TOTAL				\$35,000

G. If applicable, provide detailed information on fees collected by your agency.

State Preservation Board				
Exhibit 9: Fee Revenue - Fiscal Year 2010 (Actual)				
Fee Description Program Statutory Citation	Current Fee / Statutory Maximum	Number of Persons/Entities Paying Fee	Fee Revenue	Where Fee Revenue is Deposited
Public Information and Photograph Requests GAA, 80th Legislature, Article IX, Section 8.03	Varies	45	1,755.00	Fund 0001

Fee Description Program Statutory Citation	Current Fee / Statutory Maximum	Number of Persons/Entities Paying Fee	Fee Revenue	Where Fee Revenue is Deposited
Texas Workforce Commission Lawn Maintenance GAA, 80th Legislature, Article IX, Section 8.03	\$520/month	1	6,240.00	Fund 0001
Repair/Work Orders Capitol Building GAA, 80th Legislature, Article IX, Section 8.03	Varies	Unknown	2,433.00	Fund 0001
Recovery of Direct Costs - Capitol Events Government Code Section 443.019 and GAA, 80th Legislature, Article IX, Section 8.03	Varies	Unknown	15,074.00	Fund 0001 / Capitol Trust Fund
Capitol Grill Cafeteria Lease Fees Government Code Section 443.013	Varies	1	94,446.28	Capitol Trust Fund
Capitol Complex Parking Meters Government Code Section 443.015	Varies	Unknown	562,403.08	Capitol Trust Fund
Cellular Carrier Lease Space in Capitol Government Code Section 443.013	Varies	4	41,206.15	Capitol Trust Fund
Press Area Lease Fees in Capitol Government Code Section 443.0131	Varies	13	28,000.00	Capitol Trust Fund
Automated Teller Machine in Capitol Extension Government Code Section 443.013	Varies	1	3,600.00	Capitol Trust Fund
Visitor Parking Garage Fees Government Code Section 443.015	Varies	Unknown	294,636.92	Fund 0845
Capitol Gift Shop Sales Government Code Section 443.013	Varies	Unknown	2,078,592.27	Fund 0879
Texas State History Museum Admission Fees Government Code Section 445.012	Varies	Unknown	4,028,942.78	Fund 0849
Texas State History Museum Café Lease Fees Government Code Section 445.012	Varies	1	47,474.00	Fund 0849
Texas State History Museum Café Waste Disposal Fees Government Code Section 445.012	\$262/month	1	3,144.00	Fund 0849

Fee Description Program Statutory Citation	Current Fee / Statutory Maximum	Number of Persons/Entities Paying Fee	Fee Revenue	Where Fee Revenue is Deposited
Texas State History Museum Concessions Sales				
Government Code Section 445.012	Varies	Unknown	228,067.40	Fund 0849
Texas State History Museum Facilities Rental Fees				
Government Code Section 445.012	Varies	Unknown	445,429.10	Fund 0849
Texas State History Museum Membership Fees				
Government Code Section 445.012	Varies	Unknown	320,990.75	Fund 0849
Texas State History Museum Store Sales				
Government Code Section 445.012	Varies	Unknown	1,048,467.69	Fund 0849
Texas State History Museum Parking Fees				
Government Code Section 445.012	Varies	Unknown	418,267.61	Fund 0849
Texas State History Museum Registration Fees				
Government Code Section 445.012	Varies	Unknown	38,159.98	Fund 0849

B. If applicable, fill in the chart below listing field or regional offices.

State Preservation Board Exhibit 10: FTEs by Location — Fiscal Year 2010			
Headquarters, Region, or Field Office	Location	Number of Budgeted FTEs, FY 2010	Number of Actual FTEs as of August 31, 2010
Headquarters/Central	Austin	97.5	84.2
Texas State History Museum	Austin	76.1	75.8
Capitol Gift Shops	Austin	17.4	16.5
Capitol Visitors Parking Garage	Austin	6.5	6.5
TOTAL		197.5	183

C. What are your agency's FTE caps for fiscal years 2010-2013?

<u>FY</u>	<u>FTE Cap</u>
2010	97.5
2011	97.5
2012	63.0
2013	63.0

D. How many temporary or contract employees did your agency have as of August 31, 2010?

Three

E. List each of your agency's key programs or functions, along with expenditures and FTEs by program.

State Preservation Board			
Exhibit 11: List of Program FTEs and Expenditures - Fiscal Year 2010 (Actual)			
Program	Number of Budgeted FTEs, FY 2010	Number of FTEs as of August 31, 2010	Actual Expenditures
Capitol Visitors Services	30.8	23.3	\$ 1,096,525.09
Facilities	57.9	53.1	5,569,024.28
Capitol Curatorial	5.8	5.8	345,831.25
Indirect Administration	15.5	14.5	887,501.25
Retail	24.3	23.2	2,474,910.81
Governor's Mansion Restoration	0	0	1,496,338.69
Museum Events/Facilities Rentals	2.0	2.0	114,837.98
Museum Development & Membership	1.5	1.5	65,364.88
Museum Marketing & Media Relations	7.0	5.0	518,748.42
Museum Educations & Volunteer Services	6.5	6.1	359,665.02
Museum Exhibits	9.0	9.0	1,083,805.70
Museum Visitors Services	19.0	20.0	721,329.46
Museum Theaters	13.2	15.5	2,493,347.57
Museum Administration	5.0	4.0	436,746.60
Total	197.5	182.9	\$ 17,663,977.00

VII. Guide to Agency Programs

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Capitol Visitor Services
Location/Division	Capitol, Capitol Visitors Center, Capitol Visitors Parking Garage, Sam Houston Building
Contact Name	Ali James, Director of Visitor Services Chris Currens, Director of Special Projects
Actual Expenditures, FY 2010	\$1,096,525.09
Number of FTEs as of August 31, 2010	23.3

B. What is the objective of this program or function? Describe the major activities performed under this program.

The Visitor Services Division welcomes, assists and educates visitors to the Capitol Complex. Staff engage guests, particularly school-age students, through dynamic tours, programs and exhibits that relate the history of the Capitol, old General Land Office Building and the State of Texas. The division facilitates a positive visitor experience by managing metered on-street parking and a dedicated visitors parking garage as well as managing a full service food service operation. Visitor Services also includes the services of the Capitol Events Coordinator, who schedules and manages public events at the Capitol. Staff undertake a variety of activities to provide exceptional visitor services including:

- Greet and offer information to visitors about the Capitol Complex and the surrounding area
- Perform guided tours of the Capitol and Capitol Visitors Center
- Assist customers by answering inquires about state government and elected officials
- Develop and distribute educational resources for teachers to utilize in the classroom
- Provide educator workshops that support curriculum development and classroom instruction
- Provide logistical support for school groups from a mobile cart stationed on the Capitol Grounds during peak times
- Create historical exhibits that engage diverse audiences and provide an accurate representation of the state's history
- Support legislative and state government offices by providing printed materials and customer service support for citizens and visiting dignitaries
- Create and distribute materials for students ranging from preschool to university level related to the Capitol Complex
- Ensure that all historical artifacts, including those on loan, are well-secured, documented and maintained according to agency standards
- Coordinate parking for special events associated with the Capitol Complex
- Maintain and operate the Capitol Visitors Parking Garage
- Maintain and operate parking meters within the Capitol Complex
- Manage the SPB's food services contractor to provide visitors and building occupants with well-prepared food and beverages

- Schedule and manage public events at the Capitol.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The effectiveness and efficiency of Visitors Services is measured by the number of individuals visiting and participating in tours and using other agency provided visitor services as well as customer surveys.

Staff at the Capitol Visitor Center (CVC) record the total number of visitors to the facility, number of school-aged tours conducted and the number of students who participate in the tours. In FY 2010, the CVC had 142,220 visitors to the building, which exceeded the expected total by thirty percent. In FY 2010, staff conducted 1,769 student tours of the Visitors Center, which exceeded the projected total by thirty percent. More than 48,000 students from across the state participated in these tour programs.

Staff at the Capitol Information and Guide Service record the number of people who participate in tours, the number of tours conducted at the Capitol as well as the number of school tours and student participants. In FY 2010, 176,640 tourists participated in tours of the building, which exceeded the expected total by ten percent. Staff conducted 9,295 tours in FY 2010, including 1,871 for student groups, which included 58,630 student participants.

Capitol Visitors Services utilizes a number of surveys to determine the effectiveness of its customer service and programs. Visitors to both the Capitol and Capitol Visitors Center can fill out a customer comment card where they rate their experiences. Both the Visitors Center and the Capitol Information and Guide Service solicit feedback from school groups who participate in tours. Teachers or group leaders receive an evaluation form that offers them the opportunity to rate the reservation process, educational materials and tour experience. A compilation of the evaluations is distributed to all staff for review and utilized to make improvements to programs, training and tour content. Staff also provide evaluation forms to teachers who participate in workshops to improve service for educators.

In FY 10, the Capitol Events Coordinator scheduled 396 events at the Capitol. Events are scheduled in the Capitol Rotunda, Capitol Grounds, Capitol Extension Open Air Rotunda, Capitol Extension Auditorium, and the Capitol Extension Legislative Conference Center. Exhibits are scheduled in the Capitol Extension Central Gallery and in the Capitol Ground Floor Rotunda. The number of events, exhibits and activities scheduled at the Capitol consistently exceeds the performance measure target established for the agency.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

Capitol Visitors Services has continued to expand its ability to serve a broader and more diverse customer base in several ways. In an effort to provide a meaningful experience to non-English speaking tourists, the Capitol Information and Guide Service offers tours in different languages (depending on the Tour Guide staff census). In FY 2010, staff provided 122 tours in various languages. Both the Capitol and the Visitors Center have brochures available in Spanish, German, French, Italian, Russian, Chinese, Korean and Japanese. The Capitol and the Capitol Visitors Center offer information to visually-impaired visitors with brochures in Braille. Tours in American Sign Language are available with advance notice.

The rapid changes in digital technology over the last decade have allowed Visitors Services to provide experiences and resources to individuals not on site. The agency's websites provide virtual tours of the Capitol, photo galleries, field trip guides and lesson plans for educators, self-guided tour pamphlets (including eight foreign languages), videos and on-line exhibits. These resources allow educators and visitors the opportunity to learn about the buildings even if they are unable to visit the sites in person.

The 75th Legislature established the agency's parking program by authorizing the installation of parking meters in the Capitol Complex to be operated by the agency. Prior to this parking meters were operated by the City of Austin within the Capitol Complex. The 75th Legislature also authorized the agency to operate a parking structure. In FY 1998, the agency began the parking meter program. The visitors parking garage was constructed by the General Services Commission and went into operation in 2000. Both programs have become mainstays in managing tourist, business and educational visitor parking for the Capitol and Capitol Complex.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

Capitol Visitor Services provides services to visitors and occupants of the Capitol and Capitol Extension, which include elected state officials and staff members. Visitors Services facilitates tours and activities requested by these offices for constituents from across the state as well as other visiting dignitaries from around the world. Staff provide additional support by supplying brochures and printed materials about the Capitol as well as helping to direct constituents or interested callers to the appropriate office. The Capitol Information and Guide Service personnel staff the Senate Chamber when the Senate is not meeting. Tour Guides assigned to the Chamber ensure patrons follow the rules of this historic space as well as answer visitor questions.

Visitor Services provides services to people from all across the state and the world who come and visit the Capitol Complex. General visitors to the Capitol (estimated at approximately one million a year) require a wide range of needs such as general information, directions, parking and the opportunity to participate in guided tours. The Capitol Information and Guide Service conducted tours of the building for 176,640 guests in FY 2010. The Capitol Visitors Center provides information, directions, tours and engagement in historical exhibits for general visitors. In FY 2010, 142,220 guests utilized services at the building.

Visitors Services provides programs and resources to support the education of students, particularly those in 4th and 7th grade studying Texas history. Teachers receive classroom instructional materials from our online lesson plans and teacher workshops. Students, teachers and chaperones participate in tours of the Capitol and the Capitol Visitors Center that align with Texas social studies standards in an experiential learning environment. In FY 2010, 48,172 students came to the Visitors Center and participated in tours through interactive and hands-on activities and exhibits. The Capitol Information and Guide Service conducted tours for 58,639 students through the historic building in FY 2010.

Parking is a critical component in managing an estimated million-plus visitors annually. The 760 spaces at the Capitol Visitors Parking Garage (CVPG) and the 874 on-street metered spaces are a valuable resource in meeting visitor, constituent, and business parking needs at the Capitol and in the Capitol Complex. In FY 2010 the meters averaged more than 2,100 hours of use each day and the CVPG served tens of thousands of customers (this number jumps to over one hundred thousand during the legislative session). The agency also accommodates bus drop-off/pick-up and bus parking for tens of thousands of visitors each year in order to efficiently manage peak parking demand during session.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

Visitors Services operates out of multiple locations. The Capitol Information and Guide Service offices in the historic treasury office inside the Texas Capitol. The Program Supervisor oversees a staff of approximately 14 permanent tour guides that is supplemented by seasonal staff members during peak seasons (spring school, summer and during legislative sessions). Staff provide assistance to visitors and conduct tours throughout the building. The Capitol Visitors Center staff work out of the old General Land Office Building. The Program Supervisor of the Visitors Center oversees a staff of approximately five permanent individuals who greet visitors and conduct tours through the building and exhibits. A Tour Coordinator serves as a liaison between both offices and schedules all the tours for both locations. All staff report to the Director of Visitors Services who operates from the administrative offices in the Sam Houston Building.

Visitors parking is provided both on-street at metered spaces within the Capitol Complex, bounded by 10th Street, MLK Boulevard, Lavaca Street, and Trinity Street, and in the Capitol Visitors Parking Garage, located at 1201 San Jacinto Boulevard. The Visitors Parking garage is a post-pay operation which offers free parking for the first two hours. The garage is open Monday through Friday, 7 a.m. to 7 p.m. A small cashier staff of 2.5 FTEs assist visitors paying for parking in excess of two hours. The VPG accepts cash, check, credit and debit cards to pay for time spent in the garage in excess of two hours. Persons exiting after the garage closes pay at a night deposit box located at the cashiers booth. During legislative session an additional FTE is added to assist with the high volume of traffic. Parking garage staff also coordinate requests to reserve parking meters within the Capitol Complex. The parking garage is also used for after hour/weekend paid parking for certain events at the University of Texas or in the downtown area. Additionally, a limited number of spaces are leased to the Texas Workforce Commission and the Office of the Governor for staff parking.

The 874 meters in the Capitol Complex are maintained by two FTEs housed in the Thomas Jefferson Rusk building. They collect, count and deposit coins from the meters on a weekly basis and repair/replace the units as needed. The two parking meter technicians also provide a "motorist assist" service to employees and visitors in the Capitol Complex who may have a flat tire, dead battery, or need to put gas in their vehicle. In coordination with the VPG, the technicians place hoods on meters which have been reserved by individuals or groups. The VPG staff and parking meter technicians report to the Director of Special Projects.

The Capitol Events Coordinator works out of the agency administrative offices located in the Sam Houston Building and reports to the Director of Administration. The Events Coordinator works closely with the Capitol Visitor Services staff and agency Facilities staff to schedule and manage events and exhibits at the Capitol, Capitol Extension and on the Capitol Grounds.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Capitol Visitor Services Sources of Funds for Fiscal Year 2010 (Actual)	
Source	Amount
General Revenue	\$559,335.00
Other Grants/Donations	\$1,964.54
Sales of Goods and Services	\$1,030,214.61
Interest and Investment Income	\$16,457.25
Total	\$1,607,971.40

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

The Bob Bullock Texas State History Museum provides information, exhibits and programs to visitors and students related to Texas history. However, their interpretation and services do not extend into the Capitol Complex.

Other state agencies such as Texas Parks & Wildlife and the Texas Historical Commission provide visitor support and exhibits at various historic sites throughout the state. However, none of these sites support interpretation of the Capitol Complex or services to visitors coming to the Capitol or the Capitol Visitors Center. Also the Capitol Information and Guide Service staff the only information desk within the Capitol that can help constituents and visitors locate appropriate legislative offices.

The Texas Department of Transportation Travel Division has a Travel Information Center housed in the Capitol Visitors Center. Their staff provide brochures and information to visitors about travel and attractions throughout the state. The travel counselors answer visitor questions related to the entire state, including directions as well as road condition updates. Texas Department of Transportation staff do not conduct tours of the Visitors Center or the Capitol Complex, nor do they develop interpretive exhibits or programs.

The City of Austin has an on-street parking meter program in the surrounding central Austin area which includes several thousand meters. The City and State parking meter time-use fees are essentially the same. However, the City utilizes a combination of pay stations and individual meters capable of processing credit cards, the State meters do not. The State meters cost \$1/hour (or fraction thereof) for up to three hours' use Monday through Friday, 7 a.m. to 6 p.m. City pay stations and meters cost \$1/hour (purchased in 15 minute increments) for up to three hours and operate 8:30 a.m. to 5:30 p.m.

Starting September 6, 2011, the City parking fee hours will be Monday through Wednesday, 8 a.m. to 6 p.m. and Thursday through Friday, 8 a.m. until midnight, and Saturday, 11 a.m. until midnight. Parking downtown after 6 p.m. Monday through Wednesday will remain free, and will be free all day Sunday. The new charges will go into effect Sept. 6, but the City will not begin issuing tickets until Oct. 3, 2011. The SPB and DPS will transition its parking fee hours and enforcement to match the City's between September 6 and October 3.

There is no equivalent program to that of the Capitol Visitors Parking Garage in the area.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

Visitor Services partners with the agency's Museum division on exhibits and special programs related to the Capitol Complex such as the Texas Governor's Mansion and the Goddess of Liberty. These educational outreach efforts expand interpretation of the Capitol Complex to a broader audience.

The Capitol Visitors Center supports historical programs of Texas Parks & Wildlife and the Texas Historical Commission by providing a room for these agencies to have brochures and information about their sites for visitors.

The Capitol Visitors Center staff works with travel counselors from Texas Department of Transportation to provide outstanding customer service. The staffs assist visitors with different types of inquires and promote what the other agency has to offer in terms of printed materials and information.

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Amount: \$6,086.78

Number of contracts: 6

Summary of contracts: Texas Department of Public Safety (DPS) - Reimburse DPS for parking meter supplies and related costs in fulfilling Capitol Complex parking meter duties; Capitol Visitor Services pays for a portion of the following agency contracts - Texas State Library & Archives Commission (agency records storage); Simplex Grinnell LP (fire pump and fire sprinkler testing for agency facilities); ThyssenKrupp Elevator (elevator preventive maintenance, testing and inspection for Capitol, Capitol Extension, Capitol Visitors Center and Capitol Visitors Parking Garage elevators); Texas Legislative Council (computer software, hardware and support); State Office of Risk Management (agency risk management and workers' compensation coverage).

Methods to ensure accountability: All agency contracts include a specific scope of work and are assigned an agency contract manager who is responsible for verifying that all services have been performed and/or goods have been received prior to approving any invoice for payment.

Current contracting problems: none

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Facilities
Location/Division	All SPB Facilities
Contact Name	Lee Baker, Director of Facilities
Actual Expenditures, FY 2010	\$5,569,024.28
Number of FTEs as of August 31, 2010	53.1

B. What is the objective of this program or function? Describe the major activities performed under this program.

The Facilities Division is responsible for maintenance and housekeeping at the Texas Capitol and Capitol Extension, the Capitol Visitors Center, the Visitors Parking Garage, the Governor's Mansion, and the Bob Bullock Texas State History Museum as well as the grounds for all the buildings. Facilities maintains the utility infrastructure for these facilities including electrical, plumbing, HVAC, and fire systems as well as providing building and grounds cleaning and maintenance to preserve both function and appearance. Inherent in this mission is providing a safe environment for building occupants, staff, and visitors through the ongoing maintenance of all life safety systems.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

Facilities consistently meets or exceeds all performance measures contained in our Legislative Appropriations Request. The below chart shows FY10 Facilities performance measure targets and results.

Performance Measure	Target	Actual	Notes
Percent of maintenance tasks completed correctly	99%	99%	Target met
Percent of housekeeping tasks completed correctly	98%	98.8%	Target met
Number of responses for maintenance services	7306	7227	Target met
Number of responses for housekeeping services	1300	1517	Target met/positive variance
Number of preventive maintenance tasks completed	6517	6547	Target met/positive variance
Number of grounds care tasks completed	7350	9158	Target met/positive variance
Average number of days to respond to a service request	1	1	Target met
Cost per building square foot of custodial care	\$2.07	\$1.91	Target met/positive variance
Cost per acre of grounds care	\$12,000	\$11,658	Target met

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

The Facilities division was originally tasked in 1997 with the maintenance and housekeeping of the Capitol, Capitol Extension, the Capitol Visitors Center, and the Capitol Grounds. In the subsequent years the agency has been given the facilities responsibilities for the Capitol Visitors Parking Garage, the Bob Bullock Texas State History Museum, the Governor's Mansion, and the Governor's temporary residence. The other noteworthy addition to the Facilities division workload has been the new security equipment that has been added to the Capitol in recent years.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

All visitors and occupants to the facilities are affected by the agency's proper maintenance and care of the buildings and grounds.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

Building occupant requests for service are a small part of the total scope of work performed by the Facilities division. Facilities completes approximately 5,170 individual preventive maintenance work orders each year for building equipment and systems including HVAC air handlers, pumps, motors, electrical panels, bathrooms, sump pumps, doors, moisture checks, and other various devices. Each work order may have one task or it may have as many as 18 different tasks associated with the project.

The Facilities department uses a common method of maintenance management involving a central dispatch desk which takes calls or emails from building occupants and dispatches the correct Facilities employee to take care of the request or make the repair. Typical office requests include:

- trash or recycling pick up;
- adjustment of office temperatures;
- plumbing problems;
- electrical problems or lamp changes;
- painting;
- door hardware repair;
- picture hanging

SPB Facilities staff are complimented by qualified contractors to provide services such as evening housekeeping, grounds maintenance, elevator preventive maintenance and testing, fire system maintenance and testing and other similar services where it is not cost effective to provide the services in-house. Each contract is assigned a Contract Administrator who is responsible for managing the contract. Contract management includes monitoring contractor performance in accordance with the terms of the contract, payment/invoice approval and change management.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Facilities Division Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
General Revenue	\$9,585,922.65
Appropriated Receipts	\$23,750.85
Interagency Contracts	\$6,240.00
Other Miscellaneous	\$31.56
Other Grants/Donations	\$50.00
Sales of Goods and Services	\$900.00
Interest and Investment Income	\$140,691.39
Total	\$9,757,586.45

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

As mentioned earlier in the evaluation, the responsibilities of the SPB combine the traditionally separate functions of property and building management with architectural and curatorial expertise. No other state agency integrates architectural, curatorial, and property management functions which together provide a strong basis for balancing the competing interests of building function and historical preservation.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

N/A

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

The Facilities division occasionally works with the City of Austin on utility issues effecting SPB managed buildings. Examples include working with Austin Energy on planned power outages to perform required maintenance on transformers and circuits that power the buildings and working with the City of Austin Water and Wastewater department on water system maintenance.

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Amount: \$2,416,994.98

Number of contracts: 14

Summary of contracts: GCA Services group (janitorial services for the Capitol, Capitol Extension, and Capitol Visitors Center); Clean Scapes LP (Capitol grounds maintenance); Austin Welder & Generator Services (preventive maintenance and inspections of Capitol generator); ThyssenKrupp Elevator (elevator preventive maintenance, testing and inspection for the Bob Bullock Texas State History Museum); Turnkey Security (security system maintenance for the Bob Bullock Texas State History Museum); Ford, Powell & Carson, Architects & Planners Inc. (architectural services for the Capitol Dome and House Chamber ceiling project); HS&A Inc. (construction project management services for the Capitol Dome and House Chamber ceiling project); Concentric Security LLC (maintenance services for Capitol drive security bollards and vehicle barrier system); Flintco Inc. (construction manager at risk services for the Capitol Dome and House Chamber ceiling project); Mactec Engineering & Consulting Inc. (lead paint and asbestos abatement design documents and monitoring for the Capitol Dome and House Chamber ceiling project); GCA Services Group (janitorial services for the Bob Bullock Texas State History Museum).

Facilities pays for a portion of the following agency contracts - Texas State Library & Archives Commission (agency records storage); Simplex Grinnell LP (fire pump and fire sprinkler testing for agency facilities); ThyssenKrupp Elevator (elevator preventive maintenance, testing and inspection for Capitol, Capitol Extension, Capitol Visitors Center and Capitol Visitors Parking Garage elevators).

Methods to ensure accountability: All agency contracts include a specific scope of work and are assigned an agency contract manager who is responsible for verifying that all services have been performed and/or goods have been received prior to approving any invoice for payment.

Current contracting problems: none

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

The Facilities division manages the following buildings/square footage:

Property	Square Footage
Capitol and Capitol Extension	1,004,152
Capitol Visitors Center	19,458
Governor's Mansion & Carriage House	14,102
Bob Bullock Texas State History Museum	435,074
Capitol Visitors Parking Garage	233,169
Capitol/Museum/Mansion Grounds	27+ acres

Included in this work is the maintenance of a large amount of equipment including HVAC and energy management systems, restroom and plumbing fixtures, sewage ejection and storm water underground pumps, electrical panels and large electrical switchgear equipment. Facilities staff at the Museum must also manage sophisticated humidity control systems required for the museum's artifacts. Building finishes, floors, roofs, windows and doors also require continual maintenance and repair. Finally, Facilities staff are responsible for the National Fire Protection Act defined life safety systems including fire alarm and fire sprinkler systems, emergency generated electrical power, building pressurization and de-pressurization, vertical transport, and building security systems. Facilities staff are augmented by private contractors for the maintenance and repair of select systems including elevators, fire alarm and sprinkler systems, diesel generation, and security.

The agency also contracts for large or specialty maintenance, repair, and replacement projects. Recent examples include:

- Capitol Dome painting restoration;
- House of Representatives Chamber ceiling re-painting;
- Plumbing replacement project in the Capitol Extension;
- The Notifier Fire System Panel upgrade;
- Capitol Drive Security Bollard installation

In addition to building maintenance, the agency is also responsible for janitorial services for the buildings. This is accomplished through a combination of Facilities in-house staff and outsourced janitorial services.

Both the maintenance and housekeeping employees are challenged with increased demands after each state election cycle. Elections result in House and Senate members moving their offices, requiring the Facilities division to quickly make office repairs, re-paint offices and thoroughly clean. During the Legislative session, demand for Facilities Division services increases sharply due to the increased number of building occupants and visitors.

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
 - the scope of, and procedures for, inspections or audits of regulated entities;
 - follow-up activities conducted when non-compliance is identified;
 - sanctions available to the agency to ensure compliance; and
 - procedures for handling consumer/public complaints against regulated entities.

N/A

- O. For each regulatory program, if applicable, provide the following complaint information.**

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Curatorial
Location/Division	Sam Houston State Office Building, Austin
Contact Name	Ali James, Curator of the Capitol
Actual Expenditures, FY 2010	\$345,831.25
Number of FTEs as of August 31, 2010	5.8

B. What is the objective of this program or function? Describe the major activities performed under this program.

The Curatorial Department is responsible for the Capitol Historical Artifact, Reproduction Capitol Historical Artifact and Agency-Owned collections located in the Texas Capitol, Extension, Capitol Visitors Center and other state buildings. Antique furnishings, paintings and decorative arts are maintained in the building to allow for the turn-of-the-century interpretation of certain areas of the building. Other department tasks include:

- assist in matters dealing with the preservation of historic materials;
- develop and maintain a registration system and inventory of the contents of the Capitol, Extension, Capitol Visitors Center, their grounds and of the original documents relating to the buildings' history, construction and alteration;
- maintain a program to purchase or accept by donation, permanent loan, or outside funding items of historical significance that were at one time in the buildings and that are not owned by the state;
- maintain a program to locate and acquire state-owned items of historical significance that were at one time in the buildings;
- maintain a collections policy regarding the items of historic significance as identified in the registration system and inventory for the approval of the board;
- make recommendations on conservation needs and make arrangements to contract for conservation services for objects of significance;
- maintain a program of routine repair to collection artifacts;
- make recommendations for the transfer or loan of objects of significance as detailed in the approved collections policy;
- maintain a furnishings plan for the placement and care of objects under the care of the Curatorial Department; and
- maintain three storage areas for department materials, artifacts and agency items

In addition to the various artifact collections, the department also maintains a large photographic and videographic archive that illustrates the nearly 125 year history of the Texas Capitol. Prints and digital media are sold upon request for the purposes of personal or educational use. An agency archive includes numerous books, magazines and files about the history of the Texas Capitol including documentation from other state agencies, a century of related newspaper articles and information compiled from a number of sources. Other historic ephemera materials, such as an 1888 Capitol dedication invitation and 1957 inauguration program, are preserved and interpreted as applicable.

As the keepers of the agency archives, Curatorial Department staff answer numerous external questions from a multitude of sources including private individuals, Capitol Complex occupants, educators, authors, genealogists and the media. A log of requests is kept to ensure proper and complete response. The public is also welcome to meet with SPB staff members for any specific research need.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The effectiveness and efficiency of the Curatorial Department is measured in a number of ways including our annual performance measures and the many compliments that staff receive for going that extra mile.

Although the agency artifact collections could certainly be equated with museum collections, after the Capitol Restoration it was determined that virtually all are used or displayed as they were originally intended: in the Texas Capitol, the Capitol Visitors Center or on the grounds. Because approximately one million people visit the Capitol each year, and hundreds of Capitol occupants might use an item on a daily basis, it is imperative that all furnishings are routinely checked. Additionally, building occupants are quick to point out problems with furnishings or artwork that need attention. By having a curatorial staff who can either perform routine repairs or work with vendors on a regular basis, the Curatorial Department was able to keep 98% of historical items maintained in usable condition in FY 2010.

The small but dedicated Curatorial staff are extremely well-educated and well-trained to handle the priceless collection of Texas Capitol artifacts. Forms are completed by staff when an artifact is moved or changed in any way. In FY 2010, more than 80 of the 139 repairs or restorations made to collection items were done by Curatorial staff at no charge to the agency. When artifacts were repaired or restored by professional vendors, Curatorial staff were able to keep costs extremely competitive. In FY 2010, the average cost per repair of historical items completed was \$115.54 rather than the \$310 that had been estimated. Similarly, the average cost per restoration of historical items completed was \$704 rather than the \$1,450 estimated.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

The first Curator of the Texas Capitol was hired in 1985 soon after the agency was created and tasked with surveying state buildings to identify original and period Capitol furnishings and developing a policy for their preservation. The 1990s were marked with building restorations--the Capitol and Capitol Visitors Center--that included the restoration or conservation of the majority of original artifacts. By the late 1990s, the department's focus shifted to long-term maintenance of artifacts and providing the information related to the interpretation of the building and grounds. Educational materials such as the 1996 Capitol Connections curriculum guide for fourth and seventh grade, as well as numerous brochures about the buildings under the purview of the State Preservation Board, were developed by Curatorial staff for visitors of all ages. The breadth and depth of information each staff member has also allows them to give VIP tours to dignitaries as needed.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

Curatorial staff tend to be the first people Capitol Complex occupants contact to answer questions about anything related to the Texas Capitol. State employees all over Austin, as well as many legislative staff members in outlying districts, contact the department via telephone or electronic mail to discuss furnishings, artwork, educational programs and history related to the State of Texas. Members of the public visiting the Capitol Complex are often put in touch with Curatorial staff to answer questions that range from the individuals pictured in the *Settlement of Austin's Colony* painting in the House Chamber to the 1881 Capitol fire. On those rare instances when the answer is unknown, staff always have several suggestions as to alternate contacts who might have the answers sought.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

Curatorial staff members have offices in the Sam Houston Building ninth floor suite. The Curator of the Capitol, who is also the Director of Visitors Services, oversees a Collections Coordinator, a Curatorial Assistant and a Photoarchivist. All four staff are cross-trained to provide all Curatorial services in the absence of one another. Staff manage the artifact collection, answer informational and photographic requests and maintain historical information about the Texas Capitol.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Curatorial Division Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
General Revenue	\$343,448.38
Appropriated Receipts	\$1,755.00
Interest and Investment Income	\$627.87
Total	\$345,831.25

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

Internally, some staff at the Capitol Visitors Center and Bob Bullock Texas State History Museum handle loaned artifacts and provide information about Texas and Capitol Complex history but they must focus on providing this information as it relates to those venues. Curatorial Department staff are able to focus on all historic buildings under the purview of the State Preservation Board. Curatorial staff also work collaboratively with all agency staff to provide relevant support work as necessary including but not limited to artifact handling and photography.

Because the State Preservation Board has a localized purview of certain Capitol Complex structures, and has had that purview for nearly 30 years, the agency is uniquely capable of not only the long-term preservation and maintenance of the structures, grounds and collections, but also in the effective interpretation of them all. Externally, other state agencies such as Texas Parks and Wildlife and the Texas Historical Commission maintain other historic sites and parks throughout the state. Similarly, large museums such as Texas Memorial Museum in Austin and Panhandle Plains Historical Museum in Canyon, offer overviews of Texas history and related information but lack the specialized Capitol focus that the Curatorial department has.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

Internally, the Curatorial Department collaborates with staff from the Capitol Visitors Center and the Bob Bullock Texas State History Museum on related issues including Exhibits and Education. Work with artifacts has included photography, transportation, conditioning and installation/de-installation. Staff have also reviewed educational materials to ensure complimentary and uniform agency message. Externally, large Texas museums sometimes loan artwork to the Texas Capitol which is coordinated via the Curatorial Department.

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Amount: \$1.47

Number of contracts: 1

Summary of contracts: Capitol Curatorial pays for a portion of the following contract - Texas State Library & Archives Commission (agency records storage).

Methods to ensure accountability: n/a

Current contracting problems: none

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Indirect Administration
Location/Division	Sam Houston State Office Building, Austin
Contact Name	Linda Gaby, Director of Administration
Actual Expenditures, FY 2010	\$887,501.25
Number of FTEs as of August 31, 2010	14.5

B. What is the objective of this program or function? Describe the major activities performed under this program.

Indirect Administration includes the Executive Director's office, Finance, and Administration. The Executive Director's office includes the Executive Director, executive assistant, and the Public Information Officer. Finance is responsible for all of the agency's fiscal activities, including financial reporting, budgeting, payroll, employee leave, and all other accounting functions. Within Administration is Purchasing, Staff Services (Human Resources, including Risk Management), Information Technology, administrative support, Capitol events and exhibits, and the agency's legal counsel. These functions umbrella the entire agency and provide important infrastructure support and resources to all staff and programs.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The Administration division is responsible for agency procurement, including the Historically Underutilized Business (HUB) Program. A 2003 State Auditor's Office audit report of the agency's compliance with historically underutilized business requirements found that the SPB complied with all of the requirements of the program. Also within the Administrative division, the Human Resources area was reviewed in 2005 by the Texas Workforce Commission (TWC), Civil Rights Division for compliance with the Texas Commission on Human Rights Act (the Act). After a thorough review of personnel policies and procedural systems, TWC certified that the agency is in compliance with the Act. Risk Management is also under the umbrella of our Human Resources department. In the last Risk Management Program Review performed by the State Office of Risk Management the agency received commendations and positive observations of jobs well done in nine different areas of the Risk Management Program. Finally, in August 2010, the State Comptroller's Office conducted a post-payment audit of the agency's payment, payroll and travel transactions. Based on the audited sample of 671 transactions totaling \$6.13 million, the overall error rate was determined to be 0.0005%.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

The functions of Indirect Administration have not changed.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

By nature these functions umbrella the entire agency and affect all internal divisions and programs.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

The Executive Director's office includes the Executive Director, the Executive Assistant and the Public Information Officer. Management and leadership functions are carried out by the Executive Director through regular and open communications with agency staff via twice monthly senior staff meetings and numerous departmental meetings on a regular basis.

The Finance division is headed by the agency Chief Financial Officer and includes the Chief Accountant, three accountants, the payroll coordinator and an accounting technician/IT specialist.

The Administration division is headed by the Director of Administration, who also serves as the agency's Purchasing Manager and HUB Coordinator. Within Administration is Purchasing, including the Historically Underutilized Business Program; Staff Services (Human Resources, including Risk Management); Information Technology; administrative support (reception desk staff), Capitol events and exhibits, and the agency's legal counsel. The Events Coordinator works closely with the agency's facilities management division and the visitor services division to coordinate events and exhibits at the Capitol. Capitol events and exhibits coordination is discussed more fully under the Visitor Services heading and is funded through a separate appropriation from indirect administration, however, it is under the direction of the Director of Administration.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Indirect Administration Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
General Revenue	\$886,471.07
Appropriated Receipts	\$2.81
Other Grants/Donations	\$1,025.00
Interest and Investment Income	\$2.37
Total	\$887,501.25

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

N/A

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

N/A

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Amount: \$26,840.19

Number of contracts: 4

Summary of contracts: Internal audit software program support (State Auditor's Office).

Indirect Administration pays for a portion of the following contracts - Texas State Library & Archives Commission (agency records storage); Texas Legislative Council (computer software, hardware and support); State Office of Risk Management (agency risk management and workers' compensation coverage).

Methods to ensure accountability: All agency contracts include a specific scope of work and are assigned an agency contract manager who is responsible for verifying that all services have been performed and/or goods have been received prior to approving any invoice for payment.

Current contracting problems: none

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
 - the scope of, and procedures for, inspections or audits of regulated entities;
 - follow-up activities conducted when non-compliance is identified;
 - sanctions available to the agency to ensure compliance; and
 - procedures for handling consumer/public complaints against regulated entities.

N/A

- O. For each regulatory program, if applicable, provide the following complaint information.**

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Retail Division
Location/Division	Capitol Gift Shop: Capitol Extension, 1400 Congress Ave. Capitol Gift Shop: Capitol Visitors Center, 112 E. 11th St. Capitol Gift Shop (Fulfillment): 1201 San Jacinto Blvd. TSHM Store: Bullock Museum, 1801 N. Colorado St.
Contact Name	Shawn Goodnight, Director of Retail
Actual Expenditures, FY 2010	\$2,474,910.81
Number of FTEs as of August 31, 2010	23.2

B. What is the objective of this program or function? Describe the major activities performed under this program.

The objective of the Retail Division is to provide a source of (earned) revenue for preservation and education projects related to the Capitol, the Capitol Visitors Center, and the Bob Bullock Texas State History Museum.

Major activities include:

- Sales and customer service
- Product development and procurement
- Cash management
- Inventory control

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The Capitol Gift shop (CGS) generates an average of \$2,000,000 in sales each year. In addition to being a self-sustaining enterprise operation for the State Preservation Board, 100% of net revenues from the CGS Division are deposited into the Capitol Fund to be spent on the care and preservation of the Capitol, its contents, the Grounds, and the Capitol Visitors Center. In addition, these earned revenues also go toward educational programs such as 4th and 7th-grade curriculum guides, distance learning opportunities, brochures and guides, and exhibits featured in the Capitol Visitors Center.

On average, the Capitol Gift Shops realize more than 80,000 transactions per year, serving constituents who visit the buildings as well as those who wish to shop online.

The Museum Store in the Bob Bullock Texas State History Museum generates, on average, over \$1,000,000 in sales each year. Like the Capitol stores, the Museum store is a self-sustaining revenue operation with 100% of its net revenues supporting Museum operations. The Museum store realizes over 55,000 transactions per year.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

In 1994, the State Preservation Board began its retail operation with only one store (the CVC store) and gross sales of less than \$100,000/yr. Today, the Retail Division has grown to include three stores and a fulfillment center which processes internet and phone orders and grosses in excess of \$2,000,000 annually. The Retail Division has launched specialty programs such as the Capitol Collectible Ornament program. The Division has focused the merchandise mix on Texas-related products as well as products procured from Texas vendors, and have also maintained a strong focus on proprietary products--products developed specifically for the stores.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

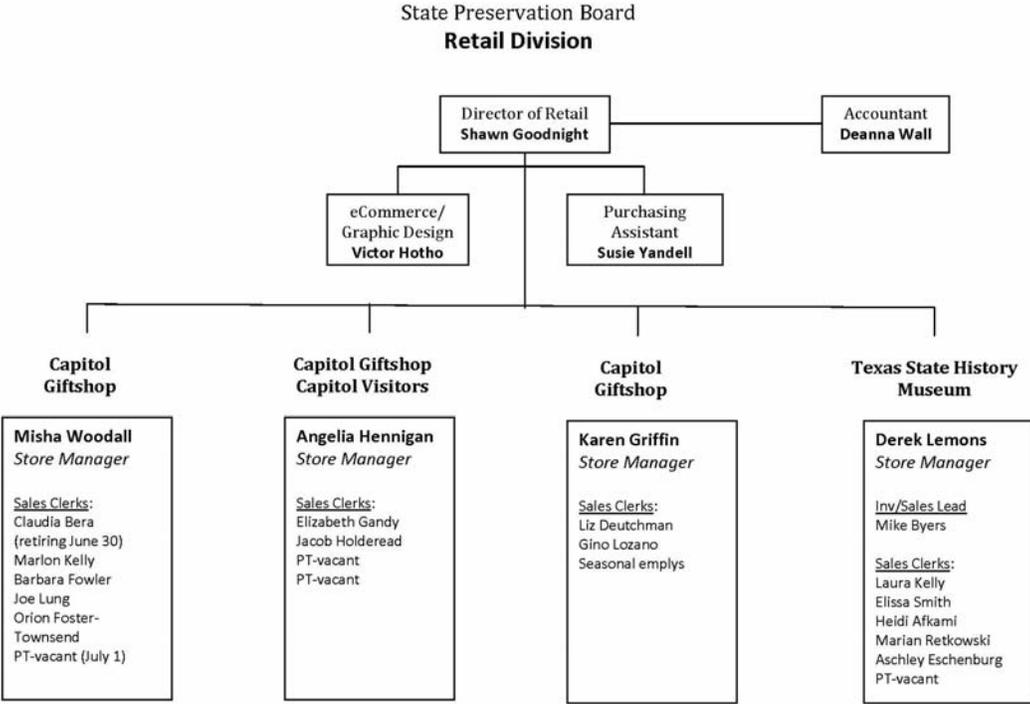
- I. The retail stores directly impact the customers and the constituents who shop in the stores.
 - Visitors: The stores serve visitors from all 50 states and many foreign countries. Visitors to the stores can choose from a wide range of products to shop for a memento of their visit to the Texas Capitol.
 - School children: The Texas Capitol is a popular field trip destination for the many Texas school children who study Texas history in the fourth and seventh grades. The stores provide a selection of affordable products with an educational focus to commemorate their visit.
 - Elected Officials and Legislative Leaders: Many elected officials use the stores as a resource for gifts. Some present gifts to host establishments during their visits; others donate items to charitable auctions in their districts to assist in these organizations' fundraising efforts.
 - Local customers: A majority of the stores' customers reside within a 50 mile radius of the Capitol. Over the years, the Retail Division has developed a following of customers who shop at the stores for Texas- and Capitol-related gifts for personal use or gift-giving occasions.
 - Statewide customers: With the help of an online presence, the stores have developed a following of customers from around the state who are looking for personal or gift items that express their pride in their Capitol and in their state.
 - Expatriate Texans: For those Texans who live outside their home state of Texas, the stores serve as their source for Capitol and Texas-related items for their personal use and gift-giving needs.
- II. Revenue generated from the retail stores provides an additional source of revenue for the buildings and grounds managed by SPB. The retail stores provide a source of revenue for:
 - Care and maintenance of the buildings: The Capitol, the Capitol Visitors Center, and the Bob Bullock Texas State History Museum, and their grounds;
 - Preservation and conservation of the buildings, their contents, and artifacts in the Capitol Historic Artifact collection;
 - Educational projects such as exhibits featured at the Capitol Visitors Center and, occasionally, in the Capitol; the development of curriculum guides for 4th and 7th grade Texas History classes; the development and publication of informational and educational brochures provided to the public.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

The Retail Division operates under the direction of the Director of Retail (see Retail Division Organizational Chart below). Each of the four retail locations has a manager. These managers are responsible for the operations of their stores to include: recruitment and retention of staff, staff training, cash management, and inventory control. Depending on the store, each manager manages a staff of as few as four part-time sales clerks to as many as twenty part-time sales clerks and seasonal staff.

In addition to the management and sales team, retail operations are complemented by additional administrative personnel who oversee the digital media operations, assist with product development and procurement, and assist with the daily administrative tasks in the division.

Inventory is managed through a perpetual inventory point-of-sale (POS) system called CounterPoint (CP). The activity related to each product sold through our stores, from ordering to receiving to sales, is managed through CounterPoint. This "perpetual inventory" system of managing inventory ensures we can account for all inventory movement, in addition to sales activity, in an effort to provide for accuracy and transparency in our stewardship of these resources.



G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Retail Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Sales of Goods and Services	\$2,990,302.96
Interest and Investment Income	\$7,406.18
Total	\$2,997,709.14

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

N/A

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

N/A

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Amount: \$1,214.40

Number of contracts: 2

Summary of contracts: Retail pays for a portion of the following contracts - Texas State Library & Archives Commission (agency records storage); State Office of Risk Management (agency risk management and workers' compensation coverage).

Methods to ensure accountability: n/a

Current contracting problems: none

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Texas Governor's Mansion Restoration
Location/Division	Main SPB Offices and Construction Trailer at Mansion
Contact Name	Dealey Herndon, Project Manager
Actual Expenditures, FY 2010	\$1,496,338.69
Number of FTEs as of August 31, 2010	0 FTEs funded via Mansion Restoration Funds (2.5 FTEs funded via Mansion Facilities funds contained in the Facilities Division budget)

B. What is the objective of this program or function? Describe the major activities performed under this program.

The Restoration Project's sole objective is the timely, cost-effective, high quality reconstruction and restoration of the fire damaged Governor's Mansion. This includes project management and programming, architectural and landscape design, security planning and implementation, collaboration with key stakeholders, financial and contract management, public communication, and all other aspects of the complex restoration of the state's most historic home. Project completion is scheduled for June, 2012.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The Project's success is measured against the initial goals and the ability to solve problems and challenges that create roadblocks. The primary measures are the budget and the schedule. Once the agency was able to get approvals from the Texas Historical Commission and begin the Project, the Project has been on schedule and within the budget set in 2008 and approved by the Legislature in 2009. The delay from the fall of 2010 to the current completion in June of 2012 was caused 100% by the challenges of getting approval from the Texas Historical Commission for the necessary addition to the building to meet Code and ADA requirements in place in the 21st Century. The agency began seeking approval in September of 2009 and the THC approval was voted in late April of 2010 and delivered to the SPB in mid-May. Only then was the project able to begin design in earnest. On the measure of the original schedule for programming, design, and construction, the Restoration is on schedule.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

The history of the Mansion is clearly documented in the Historic Structures Report and Cultural Landscape Report, both of which are a part of this Project. The history of the Project and programming has been consistent from the beginning in the Fall of 2008 when it was scoped for the purpose of asking for state appropriations. The details and issues evolve, but the basic program is unchanged as are the basic goals and objectives.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

The program constituency is the people of Texas. While the Governor’s Mansion’s historic relevance is its architecture and its status as the home of every Texas Governor since 1856, it belongs to all Texans. It goes without saying that all Texans are qualified and eligible to appreciate and treasure it as a symbol of their state. One of the goals from the beginning of the restoration project has been to reestablish its architectural beauty and its status as the home of the Governor so moving the First Family, the most notable Texans directly affected, back in as soon as possible has been a key driver.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

The Project is administered using the highest industry standards for construction and project management. This Project not only provides an illustration of how the SPB manages its construction projects, but also how detailed documentation captures information that will serve as a historical and chronological database for future facilities maintenance and architectural preservation.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
General Revenue	\$10,550,421.00
Appropriated Receipts	\$150,000.00
Other Miscellaneous	\$199.00
Total	\$10,700,620.00

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

The management model for this Project was developed by the State Preservation Board for the Capitol Restoration and used again during the Bob Bullock Texas State History Museum Project. (The current Mansion Restoration Manager developed the model and was also involved in the Museum Project.) The Capitol Restoration and the Bullock Museum were both completed in budget and on schedule. The Mansion Restoration will be as well. No other state program is similar, duplicative or competitive with this unique Project.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

N/A

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

The Project has a significant and comprehensive security component. Texas Department of Public Safety (DPS) is responsible for the Mansion's security and has requested that Colorado Street and the sidewalks around the Mansion be vacated by the City of Austin and the street closed to vehicular traffic. The Project team has been working with the City of Austin for 14 months to get approval of this action and in August 2011 the City approved the closure. Effectively, the City will retain a utility easement but vacate right of way and easement beyond that retention. Project staff have worked with Texas Facilities Commission, Texas Public Finance Authority, DPS, the Office of the Attorney General, and the General Land Office to present a united front for the State. The other relationship of significance is through Texas Historical Commission (THC) as the state authority that interacts with the U.S. Department of the Interior on Registered National Landmarks. The agency must have permits for construction from THC that ensures that the Department of Interior Standards for Historic Preservation are met. Since the SPB project team has seasoned, respected preservation professionals at the highest levels, this process has been understood, but was very time consuming.

The Project Team has worked with City of Austin Utilities for permits for utility tie-ins and with the Austin Fire Department (AFD) through the SPB Capitol Fire Marshall since AFD provides fire protection throughout the Capitol Complex and at the Mansion. Austin Energy and the Austin Green Building Program have been consulted because of the energy efficiency and sustainable building elements included in the Project's design and programming.

K. If contracted expenditures are made through this program please provide:

- **the amount of those expenditures in fiscal year 2010;**
- **the number of contracts accounting for those expenditures;**
- **a short summary of the general purpose of those contracts overall;**
- **the methods used to ensure accountability for funding and performance;**
- **a short description of any current contracting problems.**

Amount: \$1,086,038.33

Number of contracts: 6

Summary of contracts: PMSI - Construction project management services; estimating, scheduling, cost reviews; Ford, Powell & Carson - Mansion architectural services; Terracon Consultants, Inc - Geotechnical report; Professional Services Industries - Environmental testing; Sisk-Robb - Lead abatement; Bury + Partners - Civil engineering services.

Methods to ensure accountability: All agency contracts include a specific scope of work and are assigned an agency contract manager who is responsible for verifying that all services have been

performed and/or goods have been received prior to approving any invoice for payment. All contracts are clear and specific and managed closely.

Current contracting problems: No contracting problems have occurred that project staff have not been able to solve.

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

The Agency has a reputation for proficient management of complex building projects. The Capitol Restoration Project successfully rebuilt a fire damaged historical building into a functional symbol of state government that also serves as a museum and tourist destination. This same management model is being used for the restoration of the Texas Governor's Mansion---a fire damaged historical building that is being rebuilt to serve as a functional official residence, a museum and a tourist destination.

The Mansion Project is unique in the many demands on a relatively small site, the overriding DPS requirement for multiple levels of security, its high visibility, and in the damage done to historic materials by a fire. The design and construction team assembled for the project has been and will be completing an unprecedented final product: an historic building that will function as a modern house and a museum that highlights early Texas architecture and artifacts.

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Museum Events/Facility Rentals
Location/Division	Texas State History Museum
Contact Name	Laura Hall, Museum Director of Operations
Actual Expenditures, FY 2010	\$114,837.98
Number of FTEs as of August 31, 2010	2.0

B. What is the objective of this program or function? Describe the major activities performed under this program.

The Events/Facility Rentals Department rents various Museum spaces to outside individuals and groups to generate revenue. The department also coordinates and produces internal Museum events (public programs). This department is responsible for maintaining and distributing the Museum calendar which contains the aforementioned events as well as community events that impact the Museum.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

Events/Facility Rentals has been effective in meeting Museum revenue goals. Although the department has not consistently met performance measure goals as defined by the number of facility rentals (FY10 was short by 11 rentals), the actual revenue totals and catering commissions show an increase in both categories. The department began tracking internal events in FY09 to show that the staff responsibilities and coordinating tasks associated with increased event production has been rising.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

The department regularly benchmarks other local rental facilities and has further developed the price list to expand offerings of rental spaces and add-on amenities (i.e. a sweetheart table for wedding couples on the Second Floor Lobby). Also, beginning this year the department is marketing quarterly specials to event coordinators to encourage their clients to our location and promote some of our underutilized spaces. With the increase in events and prospective clients, the department has cross trained several staff members from other departments to assist with client site visits (those considering having an event and wanting to explore the various spaces and receive rental information), accounting/data entry tasks, and event production. Training staff such as the weekend Managers on Duty (MOD) for site visits allows the department to capture client information and respond quickly to inquiries. Also, when there are so many events scheduled, having back-up support to assist allows staff to minimize overtime.

The last two years the department has also been working on standardizing Museum procedures, and verifying that state regulations are adhered to, so that we can trade rental space with partnering

organizations for media, advertising, and other products and services which would benefit the Museum (i.e. receiving ad space of equal value to the rental in exchange for Texas Monthly having their anniversary edition party at the Museum). Similar trades support the Museum's marketing plan and save outlay of Museum revenue for advertising to key audiences.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

This program affects each Museum department that provides public programming to our visitors, and also rental clients. Department staff and other Museum staff that run public programs have been trained on various aspects of facilitating Museum programs, also those that work evenings when senior staff are not present have been trained on MOD procedures, and attend quarterly training.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

The Events/Facility Rentals program is within the Operations Division and is administered by the Special Events Manager and supported by two Special Events Assistants. Both Assistants have different key focuses: one is responsible for rental coordination, and the other's key responsibility is for outside sales of rentals and internal event support. One unpaid intern is present per quarter/semester and assists with event production, fulfillment of client inquiries, creating rental packets and various support projects.

Typically larger events book 1-2 years in advance, and detailing an event begins two months prior to the event. Client contracts are required at least 2 weeks in advance of an event with deposit (although exceptions are made on length of lead time if proper procedures for contracting and deposits are fulfilled). Then specific details including floor plans, coordination with outside vendors, and Museum departments are finalized 2 weeks in advance. Events that have catering require additional logistical coordination with the Museum's preferred caterer or another outside catering company.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Museum Events/Facility Rentals Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Sales of Goods and Services	\$492,903.10

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

N/A

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

N/A

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

N/A

L. What statutory changes could be made to assist this program in performing its functions? Explain.

A statutory change that could be made would allow for the use of space for community/partnership public programs without a direct correlation to rental cost. The Museum would then have the discretion to provide meeting space to partnering organizations (i.e. local non-profit to use the Museum Board Room for an executive meeting without paying the \$500 rental). Currently the Special Events staff work with Marketing and Executive offices to insure that use of Museum space is traded for equitable compensation through contracts and partnership approvals. As a state agency we are not allowed to give away services or products for free, thus community goodwill, audience building, and donor cultivation are not sufficient reasons for the Museum to allow complimentary space usage even if benefits would be yielded in the long term.

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Development and Membership
Location/Division	Texas State History Museum
Contact Name	Marion Martin, Museum Director of Development
Actual Expenditures, FY 2010	\$65,364.88
Number of FTEs as of August 31, 2010	1.5

B. What is the objective of this program or function? Describe the major activities performed under this program.

There are two primary objectives of the Development and Membership program. One is to run the membership program for the Museum. The second is to attract private financial resources to support the Museum's education initiatives and special exhibits. While the membership function has been in place since the museum opened, the development, or fundraising component, is a new function as of April 1, 2011. Membership activities include all efforts to acquire, retain, renew, engage, and upgrade our membership.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

For the fund raising component the best measure is funds raised. Since this function is new, there are no results yet to report. On the membership side, we follow membership revenue, new sales, renewal rates, retention, all of which are tracked by membership levels, and by appeal (how membership was obtained). For FY 2010, 4,370 memberships were purchased, generating \$319,714.82 in revenue and a 71% renewal rate, showing that the program is an effective income stream.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

Membership has recently been moved from the Marketing Department to the Development Department. This reflects a new emphasis on donor stewardship and the importance of moving members up the donor ladder increasing their commitment to and involvement with the Museum.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

Programs, activities, and communications are targeted for Museum member audience. Qualifications to be a member include the ability to pay the membership dues.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

Membership is within the Development division and is administered by the Membership Coordinator. Membership Assistants are responsive to the direction of the Membership Coordinator. All membership staff members are empowered to assist Museum members and potential members with any membership related material; they also provide guidance to the Visitor Services, Volunteer, and Retail division staff members who assist with processing and membership inquiries. Processing of a membership starts with a completed application and payment of fee. Museum members join onsite, online, over the phone or through the mail. Membership application processing is done daily and in batches according to membership type. Members receive membership cards and other collateral/benefits based on membership type. Renewal notices are sent each month beginning 90 days prior to expiration and continued monthly to 30 days post expiration.

Development is within the Development division and is administered by the Director of Development. A part-time grant writer reports to the Director of Development.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Development and Membership Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Other Grants/Donations	\$15,743.68
Sales of Goods and Services	\$320,990.75
Total	\$336,734.43

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

The Texas State History Museum Foundation is a 501c3 that generates private support for the Museum. This is an independent organization, with its own staff and board of directors. The similarities include the basic functions of fundraising. The difference lies with intent and needs of the donor who will either give directly to a state agency or through the 501c3.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

The Museum operates with a MOU with the Museum Foundation that defines the relationship between the Museum and the foundation. Additionally, the Museum Director, Museum Development Director and

Foundation Director meet weekly to discuss prospects and fundraising goals.

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

N/A

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Education and Volunteer Services
Location/Division	Texas State History Museum
Contact Name	David Denney, Museum Director of Public Programming
Actual Expenditures, FY 2010	\$359,665.02
Number of FTEs as of August 31, 2010	6.1

B. What is the objective of this program or function? Describe the major activities performed under this program.

The Education and Volunteer Services Department works to fulfill the Museum's overall mission to engage the broadest possible audience to interpret the continually unfolding Story of Texas through meaningful educational experiences. To this end, the department provides training, services, and public programming for staff, volunteers, and members of the public.

Beyond the Museum's overall mission, the department has outlined program goals to attain through services offered in each fiscal year:

1. Provide high quality, accessible, and innovative museum programs for new, existing, and under-represented audiences.
2. Conduct ongoing program evaluation and assessment in order to consistently improve program delivery, improve program quality, and improve audience retention.
3. Provide programming that promotes multiple viewpoints and uses Texas history to encourage community dialogue on contemporary issues.
4. Provide educational resources to teachers and students that highlight the story of Texas.
5. Foster the Museum's presence nationally through outreach programming.
6. Support and maintain professional standards of museum education through leadership, participation in professional advocacy, service to the public, and engagement with the museum community.

The department has identified four core audiences which it serves: family and youth, students and educators, adult life-long learners, and community outreach. The department strives to reach a diverse audience within each of these audience types and designs programming aimed at achieving this diversity.

Within each core audience, the department offers a wide variety of program opportunities. Opportunities for families include monthly "Explore the Story" programs, an ongoing literacy program, seasonal events, and offerings for Scouts. Informal learning as a leisure activity is rapidly growing in popularity as a family activity, especially in museums and community centers.

The department offers ongoing programs for students and educators in formal and informal learning environments. Students can enjoy free-choice learning in the exhibits, docent-led tours focusing on key themes in Texas history, multi-media presentations on the Texas Revolution, and even distance learning programs that bring the Story of Texas to students across the state and nation and as far away as Europe. The Museum also offers a variety of programs and resources designed for elementary, middle, and high-

school educators that explore the Museum's core and special exhibitions, interdisciplinary curriculum integration, and methods for teaching with artifacts.

Program offerings for adults are equally diverse within the department. Our goal is to provide a forum for the exchange of ideas, practical skill building, entertainment, and learning through museum content, programs, and resources. Specific programs include opportunities as unique as cooking classes, dance lessons, lecture series, exhibit tours, after-hours events, and community dialogues.

In its outreach to local communities, programs address relevant cultural and historical issues in a range of communities to engage underrepresented audiences and forge strategic community alliances. Programs have included musical and dramatic performances based on civil-rights history, ESL classes, and celebrations for Austin's refugee community.

For all of these programs, the department relies heavily on the assistance of its dedicated core of volunteers. Volunteers that serve at the Museum are an essential part of our success. We offer opportunities in customer service, administration and public programming. With their help, the Museum engages our visitors in new and exciting ways, making the Museum experience memorable and inviting. For FY2010, the Museum had 177 active volunteers.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

In FY2010, the department served 24,848 visitors in public programs and 71,777 students in school tours. The department measures effectiveness through standardized evaluations of quantitative and qualitative measures. Programs for all audiences served receive high ratings across the board on evaluations. Statistics for FY2010 from our evaluations are as follows:

For all questions: 1 = poor, 2 = fair, 3 = good, 4 = very good, and 5 = excellent

Quality of Program Offered		
	Count	Percent of Total
1	0	0%
2	1	0.40%
3	7	2.77%
4	55	21.74%
5	190	75.10%
Total	253	100.00%
Friendliness of Staff		
	Count	Percent of Total
1	0	0%
2	2	0.80%
3	2	0.80%
4	38	15.14%
5	209	83.27%
Total	251	100.00%

Helpfulness of Staff		
	Count	Percent of Total
1	0	0%
2	1	0.40%
3	3	1.21%
4	36	14.57%
5	207	83.81%
Total	247	100.00%

Overall Experience		
Row Labels	Count	Percent of Total
1	0	0%
2	2	0.80%
3	5	2.01%
4	50	20.08%
5	192	77.11%
Total	249	100.00%

Would you come back to other programs at the Museum?		
	Count	Percent of Total
No	2	0.77%
Yes	258	99.23%
Total	260	100.00%

Would you recommend the Museum's programs?		
	Count	Percent of Total
No	1	0.39%
Yes	258	99.61%
Total	259	100.00%

In addition to receiving high ratings for program effectiveness, the department functions at a very high rate of efficiency, offering a large number of public programs and training with limited staff. With 6 FTEs, the department ran 205 programs in FY2010 that served a total of 22,878 visitors. In addition to formal, planned programs, the department also offered 166 tours of the Museum's exhibits with the services of 27 volunteer docents. In addition, over 2,000 hours were earned while giving walk-up tours and spot teaching in the core and special exhibits. This work was completed by 33 core and 22 special exhibit docents. In total, FY10 Volunteers served for 12,142 hours bringing the volunteers grand total since the Museum's opening in 2001 to 73,393 hours.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

In 2008, the department expanded offerings beyond on-site programming through the launch of a distance learning program for school audiences. The program was initiated through grant funding and has allowed the department to expand its service of the Museum's mission well beyond our doors. Schools across the state and nation experience fully interactive video conference-based programming that is cross-curricular in its approach and addresses national learning standards. In FY2010, distance learning programs served 9384 students at 209 sites. Immediately a successful program, distance learning programs have been awarded the Berrien RESA Teachers' Favorite Award for three years running for best history content provider.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

The department identifies four core audiences that it serves with ongoing programming:

1. Family and Youth Education—The Museum's approach to family education embraces a philosophy of free choice learning, is inclusive of a variety of learning styles and modalities, is interactive, and orients visitors to opportunities for reflection, conversation, learning, and play at the museum.
2. Educators and Students—We provide professional development for educators to encourage them to use the Museum as a resource to teach math, science, art and social studies, providing lesson plans and other educational resources. The Museum offers a variety of programs for students from structured guided tour programs, to Spirit Theater presentations and IMAX educational films.
3. Adult Life-Long Learning—Adult education at the Museum encompasses both formal and informal learning opportunities with the goal of creating life-long learners, and improving the quality of adult lives. Our goal is to also provide a forum for the exchange of ideas, practical skill building, entertainment and learning, through museum content, programs, and resources.
4. Community Outreach—The Museum's Community Outreach Initiative attends to the responsibility of being an active and collaborative civic institution, which responds to the aspirations and needs of our surrounding communities. In particular, community outreach programming engages diverse and underrepresented audiences using respected and culturally relevant channels of communication.

Programming is open to all people regardless of qualification or eligibility. The department strives to achieve a diverse audience in terms of age, gender, race, and income-level. Demographic statistics are gathered via post-program satisfaction surveys which are handed out at the conclusion of all types of education programs. The same program evaluation form has been in use since the beginning of FY 2010. All completed evaluations are compiled into a single database which is maintained by the adult programs developer in the Education Department. Demographic statistics for programming in FY 2010 are as follows (school programs numbers are excluded from these demographics, hence the small number of Under 18s):

Gender	
Female	70%
Male	30%
TOTAL	100%

Age	
Less than 18	2%
18-39	26%
40-64	62%
65+	11%
TOTAL	100%

Ethnicity	
White	74%
Black/African-American	1%
American Indian/Alaska Native	0%
Asian	3%
Native Hawaiian/Pacific Islander	0%
Hispanic/Latino	18%
Multi-racial	2%
Other	1%
TOTAL	100%

Income	
Less than 25K	17%
25-34K	9%
35-49K	21%
50-74K	24%
75-99K	13%
100-149K	9%
150-199K	4%
200K+	4%
TOTAL	100%

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

The department as a whole reports to the Director of Public Programming who oversees education and volunteer services as well as exhibitions. Within the education and volunteer services department, all staff report to the Head of Education who oversees all functions within the department. Each staff member manages one of the core audience types (see above) or manages all Museum volunteers.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Education and Volunteer Services Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Sales of Goods and Services	\$41,029.41
Interest and Investment Income	\$50.44
Operating Revenues from other Museum departments	\$318,585.17
Total	\$359,665.02

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

Internal to the agency, the Capitol and Capitol Visitors Center also offer a variety of public programs and tours. These tours are similar to departmental offerings only in so far as both deal with historical content in general and the history of Texas in particular. The education and volunteer services department offers programs that are fully distinct from these other options for visitors. Additionally, within the larger Austin community, there are several other historical organizations that offer programming to the public. However, the Museum and department's scope allows for a much broader diversity of programming than other organizations (included in this group are the French Legation, the Emily Dickinson House, the Neill-Cochran House, and others). Finally, other non-profit and for-profit organizations offer some programming that shows a similarity to programs offered for adults at the Museum, including evening events and lecture series. Again, by using the Museum's scope and mission as a guide, the department differentiates its offerings from these other institutions.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

The department plans programming in accordance with the mission and scope of the Museum. Because the mission is unique to the Museum within the historical and non-profit community, there is little risk of overlap. Additionally, the department consults calendars available from other organizations as well as within the agency to avoid conflicting scheduling and conflicting topics.

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

N/A

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Exhibits Department
Location/Division	Texas State History Museum
Contact Name	David Denney
Actual Expenditures, FY 2010	\$1,083,805.70
Number of FTEs as of August 31, 2010	9.0

B. What is the objective of this program or function? Describe the major activities performed under this program.

The Museum's exhibits are fundamental to the interpretation of Texas History, and therefore a key function of the institution. The exhibit team execute the planning, designing and implementation of two or three Special Exhibits annually; and, on an ongoing basis maintain, refine, and ensure the timely rotation and exchange of artifacts in the Core Exhibits. All work is carried forward by team efforts that depend additionally on internal and external collaborations.

TSHM was founded as a non-collecting institution. By necessity the Museum must maintain and preserve good relationships with our colleagues and fellow institutions to sustain a network of lending sources in order to operate as such. It is necessary that the Museum's Exhibits Department ensures the timely rotation and exchange of artifacts in the permanent exhibitions. The process is structured according to the limits of loan agreements, artifact availability and exhibit content. It allows for maintaining continuity of the storyline while affording the opportunity to make adjustments to interpretive content.

The guiding principles for successfully operating as a non-collecting institution are:

- select artifacts that support the exhibit storyline, rather than creating a storyline for the artifacts;
- build and maintain a diverse network of lending sources;
- maintain the highest standards of stewardship for the artifacts we borrow;
- state-of-the-art environmental controls monitored and maintained by technically proficient maintenance personnel that have a clear understanding of not only the equipment but the reasoning behind the environmental standard;
- lighting design and systems that enable visual accessibility within conservation standards to mitigate damage from light;
- objects mounts that are conservation minded and exhibit technicians that have the knowledge and skills to facilitate safely, the on-going change-out of objects
- develop and preserve strong collegial and professional relationships for knowledge of resources, content and methodology

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

TSHM is one the most highly visited state history museums in the nation. In visitation, the Museum out

performs the Minnesota History Center and the Missouri Historical Museum, both considered panicles of state history museums in the nation.

TSHM utilize several forms of exhibit evaluation, including "front end" evaluation - to determine prior knowledge and misconception of potential audiences; "formative" evaluation - which is more pragmatic, often testing exhibit component mock-ups with select audiences; and "summative" evaluations - which assess the visitor's experience, interests, likes and dislikes. The department has established an ongoing template for visitor survey comment cards which utilize standardized exhibit evaluation questions and demographic data collection which are utilized for all exhibitions form which we track and analyze responses.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

N/A

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

Museum exhibits are designed for school students, teachers, family groups, adult groups and individuals. To achieve a strategic balance between our state-wide history focus and to maintain and strengthen the ongoing interest and enhance the relevance to the local community, the Museum engages in ongoing collaborations with community organizations and groups to ensure we serve a broad-based audience by:

1. external advisory as to relevance and pertinence of focus and themes;
2. local collaborations with museums, educational institutions and community groups for program development;
3. Spanish language programming;
4. front-end program and exhibit evaluation to assess potential visitors interests, knowledge and misconceptions;
5. critical appraisal of services and programming by ongoing and regular staff debriefs and visitor surveys.
6. encourage participation in and use of Museum exhibits and programs by a diverse audience through communication and outreach.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

Program oversight administered by Director of Public Programming whose program responsibilities include the Education, Exhibit and Volunteer departments. An inter-departmental decision-making team meets twice-a-month to shape the Museum's program of special exhibitions and public programs. Within the framework of a ongoing 5 year schedule, the team proposes, reviews and evaluates potential exhibits and program based on specified criteria.

There are five categories of essential criteria used by the team to determine if a proposed exhibition supports the Museum's mission:

1. Audience - does the exhibition have broad public appeal, reflect multiple perspectives, help sustain current audiences and build new ones, and is memorable and meaningful to Texans;
2. Appeal and Market - scheduled so that it ties to seasonal markets, maintain public interest for the duration of the exhibit, have strong promotional elements;
3. Scholarship - artifacts significant and available, reflect current scholarship in the field, marked by intellectual integrity;
4. Resources - realistic and manageable, garners the interest of potential funding resources;
5. Community - opportunities for input, involvement and collaboration, applicable to the development of structured school programs.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Museum Exhibits Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Federal Grants	\$35,000
Sales of Goods and Services	\$199,000.00
Operating Revenues from other Museum departments	\$849,805.70
Total	\$1,083,805.70

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

The Capitol Visitor Center hosts small special exhibitions. Scope and size of these exhibitions are on a much smaller scale than the major exhibitions hosted at the Museum. State Preservation Board Curatorial Department staff provide occasional support to Museum exhibit staff in various logistical aspects of major exhibition production, including photography, and artifact shipping and handling assistance.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

State Preservation Board staff from a variety of departments provide ongoing support to Museum exhibit staff through their respective disciplines, including contracts, accounting, and legal services. Ongoing cross-departmental collaborations are encouraged and have included: technical support by the Museum's exhibit designer and AV technical staff for Capitol Visitor Center projects; a multi faceted exhibition collaboration on the Governor's mansion which had exhibit components in the Capitol, Capitol Visitor Center and Museum; and sharing of long term planning schedules between departments and near-term updates at agency directors meeting.

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Amount: \$148,422.17

Number of contracts: 7

Summary of contracts: International Arts & Artists Inc. - Exhibit rental; Experience Music Project - Exhibit rental; Barbara Ganson - Guest exhibit curator; Joe Nick Patoski - Guest exhibit curator; The PRD Group - Exhibit planning; Aldrich/Pears Associates Limited - Exhibit planning; Smithsonian Institution Traveling Exhibit Service - Exhibit rental.

Methods to ensure accountability: Most all contracts employ qualification criteria, scope of work, production schedules and payment milestones. Because of excellent State Preservation Board contract and accounting staff support, contracting problems are minimal.

Current contracting problems: none

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Marketing and Media Relations
Location/Division	Texas State History Museum
Contact Name	Timothy Dillon, Museum Director of Marketing
Actual Expenditures, FY 2010	\$518,748.42
Number of FTEs as of August 31, 2010	5.0

B. What is the objective of this program or function? Describe the major activities performed under this program.

The department plans, develops and oversees the Museum's strategic marketing initiatives, while ensuring that all marketing activities contribute to building the Museum's audience and revenues. Staff ensure that marketing and public relations campaigns are conforming to the institutional mission, goals, objectives and brand identity. Major activities include strategic and highly visible public and press relations for the Museum; the creation, production and distribution of advertising and marketing collateral; and establishment and maintenance of a comprehensive brand identity across departments and creative platforms.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

On the media relations side, the department tracks the amount and quality placement of print and broadcast news coverage locally, statewide, and nationally. On the marketing side the department bases the effectiveness of advertising campaigns on exhibit, film, and program revenue, attendance measures, coupon and promotion redemptions, and online "click-through" rates, e-newsletter open rates, and web page usage statistics.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

Cost saving measures have been introduced over the Museum's 10 year history. Originally, many of the marketing and media relations services were outsourced to ad agencies, freelance designers, and outside printers. These functions have in large part been brought in-house, cutting expenditure and making the department more adaptable to changing communication needs.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

The marketing and media relations department's activities affect the Museum's various audiences and the general public. While meeting the Museum's mission of reaching the broadest possible audience, the department focuses on several core demographic groups including local activity seekers, history buffs, tourists, and educators.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

Marketing and Media Relations is administered by the Director of Marketing and Communications. Within the department is a marketing specialist and two graphic designers. The department creates annual and long-term plans to meet Museum goals and objectives including developing new audiences, strengthening visibility to the public, and positioning the Museum as a nationally-recognized institution of excellence and an authority on the Story of Texas. The department's annual plan is administered via contracted advertising services in varied media, building relationships with core members of the media and taste-makers, and stewarding the creation of all printed materials and collateral.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Museum Marketing and Media Relations Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Operating Revenues from other Museum departments	\$518,748.42

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

N/A

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

N/A

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

The marketing department has partnered with local Convention and Visitors Bureaus, Chambers of Commerce, state and local tourism offices, and museums in the University of Texas system on various promotional and marketing efforts.

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

N/A

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Visitor Services Department
Location/Division	Texas State History Museum
Contact Name	Laura Hall, Museum Director of Operations
Actual Expenditures, FY 2010	\$721,329.46
Number of FTEs as of August 31, 2010	20.0

B. What is the objective of this program or function? Describe the major activities performed under this program.

The objective of this department is to provide exceptional customer service to Museum visitors. The major activities of this department include on-site ticket sales for exhibits, IMAX Theater, the Texas Spirit Theater shows, and public programs; concession sales for the IMAX Theater; will call services for ticket pick-up; reservations for program offerings; parking garage services for Museum visitors and the north Capitol Complex area; answering information phone calls; Museum floor staff coverage; greeting groups; assisting with lost and found; provides various departments with admission, revenue and program information; and theater hosts tear tickets/validate admission to theaters, initiate show start-up sequences, and clean 3D glasses and theaters.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The Visitor Services Department is effective in utilizing staff to complete a wide variety of visitor services. This department is responsible for tracking and facilitating several performance measures including the number of visitors to the Museum, number of school student visits to the Museum, the number of school student visits to the Museum, and the number of theater tickets sold.

Museum attendance and revenue has increased in the last two fiscal years. Museum wide initiatives in marketing and appealing programming for exhibits and theaters allows for Visitor Services to meet the attendance and revenue goals. With a focus on increasing efficiencies in staffing, namely reducing unproductive time with special projects, and cross-training to provide added support during daily peaks, labor has been creatively used to meet changing Museum demands. While increasing concession sale hours and having Theater Hosts complete general housekeeping functions in the theaters, this department has been able to adapt in bringing about new revenue streams and to the tightening of available resources.

Concessions has been effective in boosting Museum revenue by approximately \$252,000 in FY10, and over \$240,000 in FY11. As the only IMAX Theater in Austin, providing concessions has allowed us to remain competitive in the marketplace. In cross training Visitor Services staff to work in multiple locations, we have been able to efficiently use and adjust labor based on peak visitor times and task requirements.

Parking revenue from FY10 totaled \$348,609. FY11 budget is \$365,000 and a 2.5% increase is expected

in FY12 to coincide with increased Museum attendance. Ticketing staff are cross trained to cover Parking staff when necessary. The Museum has 2 full time and 2 part time staff that cover a seven-day operation, and some extended hours during the fall University of Texas football season and other special events.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

The Visitor Services Department originally was under the Public Programs division and had staffed the exhibit podiums (at the entrance to each exhibit) to interact with visitors and verify they had purchased admission. Within the first two years of opening, the staff positions were cut and volunteers were utilized in these locations. During a reorganization the Visitor Services Department was shifted to the Marketing division. In 2007 the Theater Hosts were placed under Visitor Services. In November 2007 Visitor Services was again moved, this time to the newly formed Operations division. While the Visitor Services department works closely with several departments to complete its functions, the original intent of providing customer service and enhancing the Museum's offerings has not changed.

The concession sales began on a trial basis in July 2008 for a three month duration using a movable cart. In FY10 a permanent concession stand was created and popcorn sales were added. In the parking garage, efficiency updates have occurred within the last six years including accepting credit cards at the garage entry, abolishing the \$2.00 refund for Museum visitors when they purchase admission or store items, and updating job descriptions to include cross-training staff to other Visitor Services locations to promote retention.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

This program affects all visitors to the Museum, IMAX, and public offerings.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

Visitor Services is within the Operations division and is administered by the Head of Visitor Services. Visitor Service Coordinators supervise the work areas and are responsive to the Head of Visitor Services' direction. Assistants also function as area leaders to complete projects and are responsive to staff requests. The Ticketing and Reservation representatives, Theater Hosts, and Parking Attendants work with the Assistants for daily guidance on tasks and work assignments. All Visitor Services staff are empowered to assist with promoting and upholding the Museum policies and procedures (i.e. paid admission for entry, no photography, chaperone to student group visit ratios, etc). If there are visitor concerns, they are also encouraged to provide solutions that resolve the situation. Concerns and compliments are forwarded for response and follow-up.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Museum Visitor Services Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Sales of Goods and Services	\$418,267.61
Operating Revenues from other Museum departments	303,061.85
Total	\$418,267.61

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

Within the agency similar departments that use a point of sale system or have a retail experience are the Capital Tour Guides - as they book school field trips and interact with teacher requests - and the Museum Store.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

The reservations staff within the Museum and Capitol divisions share similar functions when initially booking field trips and explaining educational programs. Both areas have also worked together to share best practices to increase attendance, efficiencies (i.e. combining mailers to schools and educators), and discuss strategies for managing high impact days.

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

This program works with local and regional independent school districts and schools to promote student visitation. Direct calling and mailing programs have been used to outreach to these audiences.

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

N/A

L. What statutory changes could be made to assist this program in performing its functions? Explain.

Statutory changes that could be made to assist this program in performing its functions more fully and increasing revenue, would be to have a tax exemption for concession sales. Allowing the Museum to retain the taxes on soda, candy and popcorn would increase revenue that would directly benefit the Museum's operating expenses.

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

- N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:**
- why the regulation is needed;
 - the scope of, and procedures for, inspections or audits of regulated entities;
 - follow-up activities conducted when non-compliance is identified;
 - sanctions available to the agency to ensure compliance; and
 - procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Theaters
Location/Division	Texas State History Museum
Contact Name	John Lewis, Director of Theaters
Actual Expenditures, FY 2010	\$2,493,347.57
Number of FTEs as of August 31, 2010	15.5

B. What is the objective of this program or function? Describe the major activities performed under this program.

The objective of this department is to provide exceptional cinematic, theatrical, and live music programming in the museum's Texas Spirit Theater and the IMAX Theater. The main activity of Theaters department is the daily presentation of educational 4D immersive theater shows in the Spirit Theater and IMAX films in the IMAX Theater. Additional activities include maintenance of the many specialized projection, audio and special effects components in the theaters, producing public programs to augment exhibitions, assisting all other museum departments with A/V needs, and producing audio visual media for theaters programming, exhibits, and museum promotions.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

The Theaters Department is effective in utilizing staff to complete a wide variety of necessary services. Texas Spirit Theater staff ensures smooth, consistent, daily operation of a total of 5,000 scheduled public showings per year, serving a total of 115,000 visitors annually. The IMAX Theater is effective in utilizing staff to complete a very specialized set of necessary services. IMAX staff provides daily operation of a total of 3,300 scheduled public screenings per year, serving a total of 230,000 visitors. Texas Spirit Theater staff also provides technical support for facility rentals of the Texas Spirit Theater and A/V setups in the Museum's ancillary spaces (classrooms, plaza, Austin Room). In addition to this the Theaters Department media production projects help exhibits, visitor services, marketing, and education departments by producing audio visual media in house that would normally require purchased contracted services from outside vendors.

IMAX staff also provides technical support for facility rentals of the IMAX Theater. Hollywood feature films account for roughly 75% of the theater's show schedule. These popular films attract much larger crowds than our normal educational documentary films. High attendance to these films brings in much needed revenue from ticket sales as well as feeding other Museum revenue streams, especially parking garage and concessions.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

The Theaters Department supports the Museum's mission through educational programming of films, theater, live music, etc. With the change in focus in the IMAX theater to programming more lucrative Hollywood feature films, more emphasis has been put on providing a larger variety of educational programming in the Texas Spirit Theater. The additional revenue generated by the IMAX feature films has been instrumental in financially supporting the Museum.

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

This department affects all visitors to the Museum's theaters.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

The Theaters Department is administered by the Director of Theaters. The Spirit Theater has a lead technician to supervise work areas and staff and reports to the Director of Theaters. The IMAX Theater has a Chief Projectionist to supervise work areas and staff. Theater technicians also work directly with other departments in media production and provide assistance with all A/V related tasks throughout the Museum.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Museum Theaters Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Sales of Goods and Services	\$4,243,043.42

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

The skills and experience needed to run a 4D special effects theater and an IMAX theater are very specialized and cannot be easily found in other areas of state government. Services provided by the Theaters department staff are available in the private sector from independent contractors trained in their various fields of expertise.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

N/A

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Amount: \$1,615,128.53

Number of contracts: 24

Summary of contracts: Museum Theaters contracts primarily fall into two categories:

- 1) IMAX contracts for projection system lease, trademark royalties, and projection system maintenance - paid to IMAX Corporation
- 2) Film royalties - paid to studios/distributors

Methods to ensure accountability: Contracts are overseen by the Director of Theaters and to ensure accountability for funding and performance. Box office reporting and royalty payments are generated by agency accounting department.

Current contracting problems: none

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

The Texas Spirit Theater is a very unique space, not one commonly found in history museums. The 4D Theater presentations shown here daily provide a one-of-a kind experience for the visitor that makes a lasting impression and serves to set us apart from other institutions. Visitors often cite the Texas Spirit Theater shows as the one experience that stands out in their minds over time and helps define the Museum as a destination.

The IMAX Film Industry is one in transition. Recent developments in digital cinema presentation technology could soon make analog film projection systems like the one used at the Museum obsolete.

As the industry shifts to digital content delivery the agency is faced with the challenge of upgrading the theater to a digital projection system, a very costly proposal. If the conversion to the newer technology is not made in a timely manner, the Museum runs the risk of shrinking availability of film prints and thus reduced revenue.

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

A. Provide the following information at the beginning of each program description.

Name of Program or Function	Museum Administration
Location/Division	Texas State History Museum
Contact Name	Joan Marshall, Museum Director
Actual Expenditures, FY 2010	\$436,746.60
Number of FTEs as of August 31, 2010	4.0

B. What is the objective of this program or function? Describe the major activities performed under this program.

This department provides support to all other Museum departments. This department handles telephone inquiries, all correspondence, and general office tasks.

C. What evidence can you provide that shows the effectiveness and efficiency of this program or function? Provide a summary of key statistics and performance measures that best convey the effectiveness and efficiency of this function or program.

This area provides administrative support to Museum staff by supporting incoming phone, mail and email correspondence as well as providing data entry, accounting, and project assistance. The Receptionist also completes other tasks such as distribution of payroll and assisting walk-in visitors, while the Executive Assistant is responsive to the Director on special projects, data compilation, and calendaring responsibilities. These two staff members support multiple departments and interface with other agency departments to ensure that Museum functions are fulfilled without redundancies in the agency. Both have a separation of accounting duties and management for processing mail and revenue checks as security protocol. Records of quantity of correspondence and revenue are not tracked for this area as they support other departments, and do not have their own independent performance measures. The Museum Director also is classified within the Museum Administration Department and is responsible for all aspects of Museum operation.

D. Describe any important history regarding this program not included in the general agency history section, including how the services or functions have changed from the original intent.

N/A

E. Describe who or what this program or function affects. List any qualifications or eligibility requirements for persons or entities affected. Provide a statistical breakdown of persons or entities affected.

This program area supports the Administration, Development, Exhibits, Marketing, Operations, and Theaters departments and their staff member. Key qualifications are years of experience within their respective positions, so that they are able to fulfill their position's objectives.

F. Describe how your program or function is administered. Include flowcharts, timelines, or other illustrations as necessary to describe agency policies and procedures. List any field or regional services.

The Museum Director oversees and is responsible for the Executive Assistant and provides shared leadership with the Director of Development. The Director of Operations supervises the Receptionist, since this position cross trains and provides backup to the Reservations department. Both staff members are responsive to guidance and accounting updates communicated to them from the agency administrative division (Indirect Administration) so that they are properly following agency directives.

G. Identify all funding sources and amounts for the program or function, including federal grants and pass-through monies. Describe any funding formulas or funding conventions. For state funding sources, please specify (e.g., general revenue, appropriations rider, budget strategy, fees/dues).

Museum Administration Sources of Funding for Fiscal Year 2010 (Actual)	
Source	Amount
Other Grants/Donations	\$463,496.33
Interest and Investment Income	\$10,121.96
Total	\$473,618.29

H. Identify any programs, internal or external to your agency, that provide identical or similar services or functions. Describe the similarities and differences.

The agency administrative department (Indirect Administration) provides similar administrative services as the Museum's administrative department. This department's general office procedures and positions are similar to other agencies. The Museum differs in that Human Resources, Purchasing, Legal, and Accounting/Finance are shared services with the agency and are not comprised within this department for the Museum alone.

I. Discuss how the program or function is coordinating its activities to avoid duplication or conflict with the other programs listed in Question H and with the agency's customers. If applicable, briefly discuss any memorandums of understanding (MOUs), interagency agreements, or interagency contracts.

N/A

J. If the program or function works with local, regional, or federal units of government include a brief description of these entities and their relationship to the agency.

N/A

K. If contracted expenditures are made through this program please provide:

- the amount of those expenditures in fiscal year 2010;
- the number of contracts accounting for those expenditures;
- a short summary of the general purpose of those contracts overall;
- the methods used to ensure accountability for funding and performance; and
- a short description of any current contracting problems.

Amount: \$30,201.45

Number of contracts: 2

Summary of contracts: Texas Legislative Council (computer software, hardware and support for Museum division); Museum Administration pays for a portion of the following contract - State Office of Risk Management (agency risk management and workers' compensation coverage).

Methods to ensure accountability: All agency contracts include a specific scope of work and are assigned an agency contract manager who is responsible for verifying that all services have been performed and/or goods have been received prior to approving any invoice for payment.

Current contracting problems: none

L. What statutory changes could be made to assist this program in performing its functions? Explain.

N/A

M. Provide any additional information needed to gain a preliminary understanding of the program or function.

N/A

N. Regulatory programs relate to the licensing, registration, certification, or permitting of a person, business, or other entity. For each regulatory program, if applicable, describe:

- why the regulation is needed;
- the scope of, and procedures for, inspections or audits of regulated entities;
- follow-up activities conducted when non-compliance is identified;
- sanctions available to the agency to ensure compliance; and
- procedures for handling consumer/public complaints against regulated entities.

N/A

O. For each regulatory program, if applicable, provide the following complaint information.

N/A

VIII. Statutory Authority and Recent Legislation

A. Fill in the following chart, listing citations for all state and federal statutes that grant authority to or otherwise significantly impact your agency. Do not include general state statutes that apply to all agencies, such as the Public Information Act, the Open Meetings Act, or the Administrative Procedure Act. Provide information on Attorney General opinions from FY 2007 – 2011, or earlier significant Attorney General opinions, that affect your agency’s operations.

State Preservation Board Exhibit 13: Statutes/Attorney General Opinions	
Statutes	
Citation/Title	Authority/Impact on Agency (e.g., “provides authority to license and regulate nursing home administrators”)
Texas Government Code, Chapter 443	Establishes the general powers and duties of the board.
Texas Government Code, Chapter 445	Establishes the Texas State History Museum and the powers and duties of the board as they relate to the Museum.
Attorney General Opinions	
Attorney General Opinion No.	Impact on Agency
N/A	

B. Provide a summary of recent legislation regarding your agency by filling in the chart below or attaching information already available in an agency-developed format. Briefly summarize the key provisions. For bills that did not pass, briefly explain the key provisions and issues that resulted in failure of the bill to pass (e.g., opposition to a new fee, or high cost of implementation).

State Preservation Board Exhibit 14: 82nd Legislative Session Chart		
Legislation Enacted – 82nd Legislative Session		
Bill Number	Author	Summary of Key Provisions
SB 1338	Eltife	<p>Amends laws relating to the powers and duties of the board including:</p> <ul style="list-style-type: none"> • amending the timeline for submitting proposals for construction in the Capitol complex to the board; • granting the board greater discretion over gifts; • granting the board greater flexibility in transferring funds; • recovering costs of events; • establishing a support organization. <p>Note: a provision allowing board members to designate a representative was removed. Companion Bill: HB 3132 (Geren).</p>

Bill Number	Author	Summary of Key Provisions
SB 1179	Nelson	Abolishes certain reports previously required. Companion Bill: HB 2870 (Harper-Brown)
SB 1928	Ellis	Authorizes the establishment of an African American Texans memorial monument on the historic grounds of the State Capitol.
SCR 25	Hinojosa	Expressing continued support for the construction of a monument on the Capitol grounds recognizing Texans who served in the Vietnam War.
Bill Number	Author	Summary of Key Provisions/Reason the Bill Did Not Pass
HB 2550	Elkins	Relating to the process under which state agencies and other entities are periodically reviewed under the Texas Sunset Act.
HB 2664	King	Transfers oversight of the State Cemetery from the Texas Facilities Commission to the board.
HB 3665	Otto	Transfers oversight of the State Cemetery from the Texas Facilities Commission to the board.
HB 3725	Guillen	Authorizes the Texas Historical Commission to request assistance from the board in caring for the Alamo. Companion Bill: SB 1841 (Van de Putte).
HB 3740	Guillen	Authorizes the Texas Historical Commission to request assistance from the board in caring for the Alamo. Companion Bill: SB 1840 (Van de Putte).
SCR 31	Carona	Authorizes the board to approve and permit construction of a monument on the Capitol Grounds to honor Texan service members who fought and died in the Battle of the Bulge during World War II.

IX. Policy Issues

A. Brief Description of Issue

What can be done to enhance the reach of income earned through the agency's enterprise operations?

B. Discussion

As discussed earlier in the document under the heading *What key obstacles impair your agency's ability to achieve its objectives*, the Museum's ability to maintain and grow its public programs and to retain qualified staff is constrained by its current funding model which relies almost totally on earned income. The agency has realized additional funds for Museum programs through its successful theaters concession sales program. Concessions has been effective in boosting Museum revenue by approximately \$252,000 in FY 2010 and \$240,000 in FY 2011. In FY 2011 the Museum will remit approximately \$15,580 to the Comptroller of Public Accounts in sales tax for concession sales. The agency would like to explore the possibility of retaining the sales tax on concession sales for use on Museum programs and operations.

C. Possible Solutions and Impact

In terms of the Museum concession sales tax issue, the SPB would like to extend the exemption from sales tax contained in Texas Government Code Section 443.0153. *Parking Fees Not Subject To Sales Tax*, to concession sales at the Museum. While the amount of concession sales tax sent to the Comptroller is small, it is significant to the Museum's budget and retaining the sales tax for Museum operations will enhance the Museum's ability to provide quality educational programming.

A. Brief Description of Issue

The Retail Division of the agency would like to partner with Texas Correctional Industries (TCI) for the purpose of selling prison-made goods in the agency's gift shops.

B. Discussion

The Retail Division of the SPB would like to partner with TCI to produce and sell prison-made items in the Capitol and Museum gift shops. This would allow the SPB to sell items produced in the state at competitive prices.

The Texas Government Code prohibits selling goods manufactured by inmates on the open market (§497.010). This section contains an exception for the sale of arts and crafts authorized by Texas Government Code Section 501.013; however, it does not appear that the arrangement SPB desires would fall under this exemption.

In addition, the federal Ashurst-Sumners Act, codified at 18 USC §§ 1761-62, prohibits transporting in interstate commerce any goods, wares, or merchandise manufactured, produced, or mined by prisoners. There are exceptions to the Ashurst-Sumners Act, but none appear to apply in this situation. Federal Regulations provide for the sale of inmate arts and hobby crafts (28 CFR § 544.35), but as mentioned above with regard to the Texas statute, it is not clear that the contemplated arrangement would fall under this exception.

C. Possible Solutions and Impact

The agency could resolve the issue with the Texas law by requesting a statutory exemption from the Texas Legislature to allow the sale of prison-made goods in the gift shops. One concern is the potential response from local manufacturers and sellers who may argue that they cannot compete with goods made by prison labor.

If the Texas Legislature does grant an exception, the SPB will need to examine the implications of the Federal law prohibiting transporting in interstate commerce any goods, wares, or merchandise manufactured, produced, or mined by prisoners.

If the SPB does not fall under one of the exceptions, it could investigate whether the federal law is triggered if the prison-made items are only sold in the stores, not sold over the phone or the internet or shipped out of state. The State of Maine has adopted this approach with the Maine State Prison Showroom (see website at: <http://maine.gov/corrections/industries/page7.html>). However, the Maine program offers "unique handcrafted product lines." This makes it unclear whether they are relying on the arts and crafts exception in addition to only selling the products within the state.

The SPB would need to clarify these issues, in addition to seeking an exemption to the Texas statutory prohibition, before entering into a partnership with TCI. Such a partnership would benefit both entities, by supporting TCI programs and enabling the agency to offer locally made products at competitive prices.

The SPB would be interested in establishing a profit sharing structure with TCI and the Texas Department of Criminal Justice so that certain revenues generated through this arrangement can be made available for restitution payments to victims of crime.

X. Other Contacts

A. Fill in the following chart with updated information on people with an interest in your agency, and be sure to include the most recent e-mail address.

State Preservation Board Exhibit 15: Contacts			
INTEREST GROUPS (groups affected by agency actions or that represent others served by or affected by agency actions)			
Group or Association Name/ Contact Person	Address	Telephone	E-mail Address
Greater Austin Hispanic Chamber of Commerce Andy Martinez, President/CEO	2800 IH-35 Suite 260 Austin, Texas 78704	512/476-7502	amartinez@gahcc.org
Austin Convention and Visitors Bureau Margo Richards Director of Tourism	301 Congress Avenue Suite 200 Austin, Texas 78701	512/583-7228	mrichards@austintexas.org
Texas History Day Stephen Cure, Director of Educational Services	1155 Union Circle #311580 Denton, TX 76203-5017	940/369-5247	stephencure@tshaonline.org
Austin Chamber of Commerce April Davenport Investor Relations Manager	210 Barton Springs Road Suite 400 Austin, Texas 78704	512/322-5614	adavenport@austinchamber.com
Witte Museum Amy Fulkerson	3801 Broadway San Antonio, TX 78209	210/357-1868	
George Bush Library & Museum Weldon Svoboda	1000 George Bush Dr. W. College Station, TX 77845	979/691-4000	
Texas Supreme Court Historical Society Bill Pugsley	P.O. Box 12673 Austin, TX 78711	512/481-1840	
Friends of the Governor's Mansion Jane Karotkin	P.O. Box 2447 Austin, TX 78768	979/474-9960	
Austin History Center Daniel Alonzo	P.O. Box 2287 Austin, TX 78768	979/974-7480	
Downtown Austin Alliance Executive Director Charles Betts	211 East 7th Street, Suite 818 Austin, Texas 78701	512/469-1766	daa@downtownaustin.com

INTERAGENCY, STATE, OR NATIONAL ASSOCIATIONS (that serve as an information clearinghouse or regularly interact with your agency)			
Group or Association Name/ Contact Person	Address	Telephone	E-mail Address
Museum Store Association	4100 E Mississippi Ave., Suite 800 Denver, CO 80246	303/504-9223	Beverly Barsook, Executive Director
Texas Association of Museums Ruthann Rugg	101 Summit Ave., Ste. 802 Fort Worth, TX 76102	817/332-1177	admin@texasmuseums.com
Mountain Plains Museum Association Monta Lee Dakin	7110 W. David Dr. Littleton, CO 80128	303/979-9358	
American Association for State and Local History Terry Davis	1717 Church St. Nashville, TN 37203	615/320-3203	membership@AASLH.org
American Association of Museums Ford Bell	1575 Eye St., NW#400 Washington, D.C. 20005	202/289-1818	infocenter@aam-us.org
Austin Museum Partnership Lisa Worley	P.O. Box 217 Austin, TX 78767	512/943-1673	
LIAISONS AT OTHER STATE AGENCIES			
Agency Name/Relationship/ Contact Person	Address	Telephone	E-mail Address
Office of the Attorney General Assistant Attorney General, Administrative Law Division Joe Thrash	P.O. Box 12548 Austin, TX 78711	512/463-4685	joe.thrash@oag.state.tx.us
Office of the Attorney General Assistant Attorney General, Chief, Claims Section, Tort Litigation Laura Messina	P.O. Box 12548 Austin, TX 78711	512/475-1854	laura.messina@oag.state.tx.us
Office of the Attorney General Pre-Litigation Attorney Kathy Wilson	P.O. Box 12548 Austin, TX 78711	512/463-2120	Kathy.wilson@oag.state.tx.us
Legislative Budget Board Budget Analyst Elizabeth Prado	P.O. Box 12666 Austin, TX 78711	512/463-9719	Elizabeth.prado@lbb.state.tx.us
Texas Legislative Council IT System Support Representative Luis Gutierrez	P.O. Box 12666 Austin, TX 78711	512/463-1160	luis.gutierrez@tlc.state.tx.us

Agency Name/Relationship/ Contact Person	Address	Telephone	E-mail Address
Comptroller of Public Accounts USPS Assist Contact Christine Luccini	P.O. Box 13528 Austin, TX 78711	512/463-4849	Christine.luchini@cpa.state.tx.us
Comptroller of Public Accounts Treasury Safekeeping Trust Co. Trust Operations Manager Oscar Ramirez	P.O. Box 13528 Austin, TX 78711	512/463-2834	Oscar.ramirez@cpa.state.tx.us
Comptroller of Public Accounts Financial Reporting Analyst Amanda Landry	P.O. Box 13528 Austin, TX 78711	512/936-8139	Amanda.landry@cpa.state.tx.us
Department of Public Safety, Laurencio Saenz, Jr. Highway Patrol Captain	Department of Public Safety 1500 North Congress Ave. Austin, Texas 78701	512/475-4821	laurencio.saenz@dps.texas.gov
Department of Public Safety, Commander, Region 7 Jose Ortiz	Department of Public Safety 1500 North Congress Ave. Austin, Texas 78701	512/463-3472	jose.ortiz@dps.texas.gov
Department of Public Safety, Ken Scheer Capitol Detail Captain	Department of Public Safety 1500 North Congress Ave. Austin, Texas 78701	512/475-4820	george.scheer@dps.texas.gov
Teachers Educational Association	1701 N. Congress Avenue Austin, Texas, 78701	512/463-9734	teainfo@tea.state.tx.us
Texas State Senate Secretary of the Senate Patsy Spaw	Texas State Capitol, Room 2E.22 Austin, Texas 78701	512/463-0100	patsy.spaw@senate.state.tx.us
Texas House of Representatives House Business Office, Executive Director Steve Adrian	P.O. Box 2910 Austin, Texas 78768	512/463-0835	steven.adrian@house.state.tx.us
Texas Facilities Commission Debbie Simecek	Room 406E 1711 San Jacinto Blvd. Austin, TX. 78701	512/463-8848	debbie.simecek@tfc.state.tx.us
Texas Facilities Commission Plant Manager Will Jones	1711 San Jacinto Blvd. Austin, TX 78701	512/463-3446	Willie.Jones@tfc.state.tx.us
Texas Facilities Commission, Bertha Serna (Retail Division Service Awards Program contact)	PO Box 13047 Austin, TX 78711	512/463-3446	

Agency Name/Relationship/ Contact Person	Address	Telephone	E-mail Address
General Land Office, Claudia McWhirter Corporate Developer, Office of Communications	P.O. Box 12873 Austin, TX 78711	1/800/998- 4456	Claudia.mcwhirter@glo.state.tx.us
General Land Office Mark Lambert	Archives & Records 1700 N. Congress Ave. Austin, TX 78701	512/463-5260	
State Office of Risk Management Risk Management Specialist Sally Becker	300 W. 15th St. Austin, TX 78701	512/936-1573	Sally.Becker@sorm.state.tx.us
Texas Public Finance Authority Business Manager Pam Scivicque	300 W. 15th St. Austin, TX 78701	512/403-3141	Pamela.scivicque@tpfa.state.tx.us
Texas Workforce Commission Sophia Riojas Retail Division Service Awards Program Contact	101 E. 15th St. Austin, TX 78701	512/463-2302	
Dolph Briscoe Center for American History Lynn Bell & Amy Bowman	UT Austin Sid Richardson Hall, Unit 2 Austin, TX 78705	512/495-4532	
Harry Ransom Humanities Research Center Bunnie Twidwell	UT Austin P.O. Drawer 7219 Austin, TX 78713	512/471-9127	
Texas School for the Deaf Jim Johnston	1102 South Congress Ave. Austin, TX 78704	512/462-5370	
Texas State Library & Archives Commission John Anderson	P.O. Box 12927 Austin, TX 78711	512/463-5506	

XI. Additional Information

- A. Fill in the following chart detailing information on complaints regarding your agency. Do not include complaints received against people or entities you regulate. The chart headings may be changed if needed to better reflect your agency's practices.

State Preservation Board		
Exhibit 16: Complaints Against the Agency — Fiscal Years 2009 and 2010		
	FY 2009	FY 2010
Number of complaints received	0	0
Number of complaints resolved	0	0
Number of complaints dropped/found to be without merit	0	0
Number of complaints pending from prior years	0	0
Average time period for resolution of a complaint	n/a	n/a

B. Fill in the following chart detailing your agency's Historically Underutilized Business (HUB) purchases.

State Preservation Board				
Exhibit 17: Purchases from HUBs				
FISCAL YEAR 2008				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	0	0	n/a	11.9%
Building Construction	\$387,324	\$8,377	2.2%	26.1%
Special Trade	\$2,624,711	\$300,552	11.5%	57.2%
Professional Services	0	0	n/a	20.0%
Other Services	\$2,276,649	\$247,211	10.9%	33.0%
Commodities	\$3,042,764	\$253,295	8.3%	12.6%
TOTAL	\$8,331,448	\$809,435	9.7%	
FISCAL YEAR 2009				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	0	0	n/a	11.9%
Building Construction	\$779,939	\$70,152	8.8%	26.1%
Special Trade	\$1,340,654	\$226,041	16.9%	57.2%
Professional Services	\$2,312	0	0%	20.0%
Other Services	\$2,108,319	\$110,470	5.2%	33.0%
Commodities	\$2,765,973	\$139,587	5%	12.6%
TOTAL	\$7,017,197	\$546,250	7.8%	
FISCAL YEAR 2010				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	0	0	0%	11.9%
Building Construction	\$711,461	\$18,705	2.6%	26.1%
Special Trade	\$385,043	\$76,356	19.8%	57.2%
Professional Services	\$714,715	\$82,476	11.5%	20.0%
Other Services	\$2,010,485	\$30,031	1.5%	33.0%
Commodities	\$2,878,571	\$181,805	6.3%	12.6%
TOTAL	\$6,700,277	\$389,375	5.8%	

C. Does your agency have a HUB policy? How does your agency address performance shortfalls related to the policy? (Texas Government Code, Sec. 2161.003; TAC Title 34, Part 1, rule 20.15b)

The SPB has a HUB policy in place and is fully committed to making a good faith effort to conduct business with minority and woman owned businesses to achieve the goals of the HUB program while sustaining a fair, open and competitive procurement process. Our on-going good faith efforts to promote HUB participation include:

- Conduct one-on-one specialized forums with HUBs and procurement staff on a continual basis to provide vendors with a better understanding of how to do business with the agency.
- Invite HUB vendors to promote their products and services to purchasing staff and agency end-users.
- Participate in HUB forums sponsored by other state agencies.
- Work with currently used HUB vendors to facilitate re-certification.
- Post HUB program and bid opportunity information on the Agency's web site.
- The HUB Coordinator attends pre-bid meetings and gives instruction on successful completion of the HUB Subcontracting Plan.
- Maintain positive working relationships with current agency HUB vendors.
- Provide monthly HUB reports to agency management regarding HUB participation.

D. For agencies with contracts valued at \$100,000 or more: Does your agency follow a HUB subcontracting plan to solicit bids, proposals, offers, or other applicable expressions of interest for subcontracting opportunities available for contracts of \$100,000 or more? (Texas Government Code, Sec. 2161.252; TAC Title 34, Part 1, rule 20.14)

Yes. All contracts valued at \$100,000 or more are evaluated for potential HUB subcontracting opportunities and a HUB Subcontracting Plan is required.

E. For agencies with biennial appropriations exceeding \$10 million, answer the following HUB questions.

	Response / Agency Contact
1. Do you have a HUB coordinator? (Texas Government Code, Sec. 2161.062; TAC Title 34, Part 1, rule 20.26)	Yes. Linda Gaby, Director of Administration/Purchasing Manager/HUB Coordinator We also have an Assistant HUB Coordinator. Ann Vay, Purchasing Coordinator
2. Has your agency designed a program of HUB forums in which businesses are invited to deliver presentations that demonstrate their capability to do business with your agency? (Texas Government Code, Sec. 2161.066; TAC Title 34, Part 1, rule 20.27)	The SPB has a HUB forum program and also participates in HUB forums sponsored by other state agencies and universities.
3. Has your agency developed a mentor-protégé program to foster long-term relationships between prime contractors and HUBs and to increase the ability of HUBs to contract with the state or to receive subcontracts under a state contract? (Texas Government Code, Sec. 2161.065; TAC Title 34, Part 1, rule 20.28)	The SPB has a mentor-protégé program in place.

F. Fill in the chart below detailing your agency's Equal Employment Opportunity (EEO) statistics.¹

**State Preservation Board
Exhibit 18: Equal Employment Opportunity Statistics**

FISCAL YEAR 2008

Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	28	10.7%	6.6%	17.8%	14.2%	67.8%	37.3%
Professional	19	0	8.3%	31.5%	13.4%	68.4%	53.2%
Technical	4	0	12.4%	0	20.2%	25%	53.8%
Administrative Support	147	7.5%	11.2%	17%	24.1%	63.9%	64.7%
Service Maintenance	43	9.3%	13.8%	48.8%	40.7%	41.8%	39.0%
Skilled Craft	32	12.5%	6.0%	18.7%	37.5%	6.2%	4.8%

FISCAL YEAR 2009

Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	33	9%	9.0%	15.1%	23.7%	63.6%	38.8%
Professional	19	0	11.7%	15.7%	19.9%	63.1%	54.5%
Technical	5	0	17.0%	0	27.0%	0	55.6%
Administrative Support	112	8%	13.2%	21.4%	31.9%	40.1	66.2%
Service/Maintenance	42	11.9%	12.8%	40.4%	44.8%	40.4%	39.7%
Skilled Craft	31	12.9%	5.1%	16.1%	46.9%	6.4%	5.1%

FISCAL YEAR 2010

Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	31	3.2%	7.5.0%	19.3%	21.17%	58%	37.5%
Professional	20	0	9.7%	15%	18.8%	25%	53.3%
Technical	6	0	13.9%	16.6%	27.1%	0	53.9%
Administrative Support	103	8.7%	12.7%	17.4%	31.9%	57.2%	67.1%
Service/Maintenance	41	9.7%	14.4%	46.3%	49.9%	43.9%	39.1%
Skilled Craft	29	13.7%	6.6%	17.2%	46.3%	6.8%	6.0%

G. Does your agency have an equal employment opportunity policy? How does your agency address performance shortfalls related to the policy?

The agency has an equal employment opportunity policy that states that all employees and applicants will receive equal opportunity in all employment practices. The agency policy of Equal Employment Opportunity applies to all aspects of the relationship between the SPB and its employees, including: recruitment; staffing; promotion; transfer; performance management; training; working conditions; wage and salary administration; and employee benefits administration.

The agency EEO Coordinator, directors, supervisors and team leaders are responsible for disseminating this policy. Directors, managers and supervisors are responsible for implementing and communicating equal employment practices within each department. The EEO Coordinator is responsible for agency-wide compliance, including regularly monitoring agency practices, administering and updating this policy and maintaining personnel and other agency records in compliance with applicable laws.

The following SPB practices are a few examples of the agency's demonstration of good faith in its equal employment opportunity program, policy and practice:

- EEO posters and statements of philosophy are prominently displayed in various common areas and other high traffic locations agency-wide;
- All external job announcements, including postings and classified advertising shall include, “*An Equal Employment Opportunity Employer*;”
- All job announcements are posted with the Texas Workforce Commission's www.workInTexas.com;
- The agency's EEO Statement is added to interview master scripts and to all revised job descriptions;
- Hiring managers practice uniform selection related to interviewing and hiring;
- SPB maintains additional EEO-related policies, including the Americans With Disabilities Act (ADA), Sexual Harassment prohibition, Non-Harassment, and AIDS in the Workplace policies prohibiting discrimination in specific terms and conditions of employment. Agency policy also prohibits retaliation based on employee complaints of discrimination and also includes Whistleblower protections as afforded under the law;
- Employees are required to report to the EEO Coordinator, ADA Coordinator, Ethics and Fraud Administrator and/or a member of management any concerns or allegations of discrimination or harassment;
- Agency policy allows employees within 5 business days, to seek timely redress of work-related or personnel problems through the agency's Grievance Policy and procedure;
- SPB mandates EEO training for all employees each Biennium, in accordance with the Texas Labor Code, Section 21.556.

Violations of this policy, regardless of whether or not an actual law has been violated, are not tolerated by the Executive Director. The agency takes seriously every issue that is brought to its attention related to EEO compliance and will take appropriate disciplinary action, up to and including termination of employment.

XII. Agency Comments

The 82nd Legislature amended the State Preservation Board's enabling statute to allow the agency to enhance funding sources by allowing for the creation of support organizations. The agency is working to establish a *Friends of the Capitol* group whose purpose will be to raise funds for preservation projects at the Capitol. *Friends of the Capitol* will be a 501(c)(3) nonprofit organization dedicated to supporting the SPB's historic preservation mission.

The 82nd Legislature also allowed the agency to recover the full costs of scheduling and managing events and exhibits at the Capitol, Capitol Extension, and on the Capitol Grounds. This change in statute will allow the state to recover the full amount of costs from the over 1300 events held over a typical biennium.

The SPB is in the process drafting new Texas Administrative Code rules to administer these two new sources of funds.

ATTACHMENTS

Attachments Relating to Key Functions, Powers, and Duties

Attachment 1: Enabling Statute

Texas Government Code Chapter 443 and Chapter 445

Attachment 2: Annual Reports

Annual Report of the Bob Bullock Texas State History Museum, FY 2006

Attachment 3: External Newsletters

The Changeout Times - September 2008 - August 2010

The Round Up - September 2008 - July 2010

The Star Educator - September 2008 - July 2010

eStar - September 2008 - August 2010

Attachment 4: List of Publications and Brochures

Attachment 5: List of Studies from Legislation or Riders

N/A

Attachment 6: List of Legislative or Interagency Studies

N/A

Attachment 7: List of State or National Studies

N/A

Attachments Relating to Policymaking Structure

Attachment 8: Biographical Information about State Preservation Board Members

Attachment 9: Agency Rules

Texas Administrative Code, Title 13, Part 7

Attachments Relating to Funding

Attachment 10: Legislative Appropriations Request (FY 2012 – 2013)

Attachment 11: Annual Financial Report (FY 2008 – 2010)

Attachment 12: Operating Budget (FY 2008 & FY 2010)

Attachments Relating to Organization

Attachment 13: Capitol Complex Map

Attachments Relating to Agency Performance Evaluation

Attachment 14: Quarterly Performance Reports (FY 2008 – 2010)

Attachment 15: Recent Studies by Outside Management Consultants or Academic Institutions

Survey on Employee Engagement, 2010

Bob Bullock Texas State History Museum Institutional Assessment Report, February 2009

Bob Bullock Texas State History Museum Strategic Plan, 2011 - 2015

Attachment 16: Current Internal Audit Plan

N/A - The SPB does not currently have an Internal Auditor.

Attachment 17: Agency Strategic Plan, 2011 - 2015

Attachment 18: List of Internal Audit Reports (FY 2007 - 2009)

Attachment 19: List of State Auditor Reports (FY 2007 - 2011)

N/A

Attachment 20: Customer Service Surveys (FY 2010)

Attachment 21: List of Required Reports