

TEXAS HISTORICAL COMMISSION
real places telling real stories

December 10, 2018

Texas Sunset Advisory Commission members and Staff,

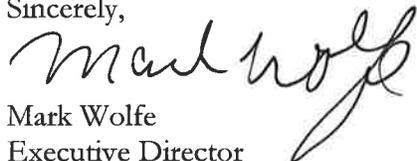
Attached please find the report required in your "Texas Historical Commission Staff Report with Commission Decisions" issued this past June.

Rather than restricting this report to the two items that specifically had a December 10, 2018 deadline, we chose to provide you with a status report on all of your recommendations for this agency. Consequently, the report is quite detailed and has several attachments.

I would be happy to present to the Commission, or to meet with individual members, and/or with appropriate staff to walk through this report, if that would be useful. Feel free to contact me at 512-463-5768 or mark.wolfe@thc.texas.gov

I look forward to hearing from you.

Sincerely,



Mark Wolfe
Executive Director

Cc THC Chairman John L. Nau, III



TEXAS HISTORICAL COMMISSION

December 10, 2018

To: Members of the Texas Sunset Advisory Commission

From: Mark Wolfe, Executive Director, Texas Historical Commission

Re: Texas Historical Commission Sunset review status report

The Sunset Advisory Commission's report with decisions on the Texas Historical Commission (THC) was issued in June 2018. It contained several non-statutory administrative assignments, which are the subject of this status report:

1. In Recommendation 1.1, THC was directed to establish a working group made up of the Commission Chairs (or their designees) of the Texas Historical Commission, the State Preservation Board, and the Texas Parks and Wildlife Department, and the Texas Land Commissioner (or his designee). This working group was required to meet at least twice and to "develop a proposal on the best way to create and reach consensus about a consolidated statewide historic sites master plan" to be presented to the Sunset Commission by December 10, 2018 [Texas Historical Commission Staff Report with Commission Decisions, page 13].
2. In Recommendation 2.3, THC was directed to work with the Texas Facilities Commission to sell any unneeded collection items [No deadline established].
3. In Recommendation 2.4, THC was directed to work with the Texas Facilities Commission, Texas Parks and Wildlife Department, Texas State Library and Archives Commission, and the State Preservation Board to explore long-term options for developing a joint curatorial facility and a master inventory of state-owned collections. A report on these efforts was to be presented to the Sunset Commission, the House Appropriations Committee, and to the Senate Finance Committee by December 10, 2018 [Texas Historical Commission Staff Report with Commission Decisions, page 19].
4. In Recommendation 2.5, THC was directed to develop an MOU with Texas Parks and Wildlife Department addressing curatorial storage facilities, procurement and contracting, and preservation and interpretation, no later than February 1, 2019 [Texas Historical Commission Staff Report with Commission Decisions, page 20].
5. In Recommendation 3.1, THC was directed to adopt administrative rules regarding the Texas Heritage Trails Program [No deadline established].

TEXAS HISTORICAL COMMISSION

6. In Recommendation 3.2, THC was directed to work with the Attorney General's Office on a performance-based contract with the ten Texas Heritage Trail Program regional boards of directors and to provide stronger contract oversight [No deadline established].
7. In Recommendation 3.3, THC was directed to include the use of the Heritage Trails program and nonprofits in our long-term planning [No deadline established].
8. An additional, unnumbered Recommendation required THC to establish a process for stakeholders to challenge the accuracy of existing THC historical markers. The process should include a role for the county historical commission in the county where the marker is located. In addition to using in-house expertise, the Historical Commission was directed to seek input from professional historians to provide additional perspectives [No deadline established].

The following status report is numbered consistently with the assignment summaries above.

1. Recommendation 1.1: THC contacted each of the three partner agency's commission chairs (and Commissioner Bush) requesting that they let us know if they would be attending meetings in person or delegating that responsibility to others. A final list of participants was available mid-September. Meetings were held on October 8, November 9, and December 6 with all agencies attending as indicated in the accompanying minutes (Attachments 1, 2 and 3). The meetings were professionally facilitated by Penny Crow from the Center for Professional Education at the University of Texas at no cost to the state of Texas, and all participants were actively engaged in what proved to be a very collegial process. The October 8 meeting was chaired by THC Chairman John L. Nau. Subsequent meetings were chaired by THC Vice Chairman John Crain.

The attendees agreed that the development of a statewide historic sites master interpretive and management plan would require the participation of a contractor with significant experience in that field. A draft Scope of Work for such a contract was developed by THC staff and submitted to the partner agencies for review and discussion. That discussion resulted in a revised Scope of Work satisfying the assignment to develop a "proposal on the best way to create and reach consensus about a consolidated statewide historic sites master plan" (Attachment 4). That document includes consideration for the creation of an affiliate program allowing for significant historic properties not owned by the state to become part of a statewide network of sites that focus on the primary themes of Texas history (Attachment 5). The same criteria used to assess new sites would also be used to determine whether or not sites currently held by the state should continue to be state-owned.

The partner agencies agreed that, in advance of soliciting such a contract, the agencies should establish a chronology of significant themes in Texas history. The selected contractor would then use this chronology in assessing the potential for other sites to be included in the statewide network. The partners were provided with a draft chronology, and their comments and suggestions were incorporated into a final draft that was adopted by all agency partners (Attachment 6).

TEXAS HISTORICAL COMMISSION

The partner agencies discussed the need for a single set of standards that would be applied in determining the historical significance of any site. They agreed that eligibility for listing in the National Register of Historic Places should be the test applied, in that the National Register criteria include assessment both of significance and of integrity. They also agreed that properties should only be added to the state's inventory or incorporated into a statewide affiliate program, if the property is determined eligible at either the statewide or national level of significance.

The partner agencies also agreed that the most likely source of information on historic properties not currently in state ownership would be the online Atlas maintained by THC. The Atlas includes sites across Texas, whether publicly or privately owned. Other potential sources of this information would be the following:

- a. Main Street community board members and managers
- b. County Historical Commission members
- c. Members of the Texas Association of Museums
- d. Friends groups associated with individual parks and state historic sites
- e. Municipal and county historic preservation officers and local landmark commission members
- f. Texas Heritage Trail Program board members and executive directors
- g. Historians in the state's network of colleges and universities

However, they also agreed that there is a vast amount of information available from members of the public not necessarily involved with one or more of these organizations. So, in addition to direct communication with the various individuals and entities listed above, a requirement that public meetings be held across the state during the process of development of the statewide plan was then incorporated into Attachment 4.

Although each agency conducts a very thorough assessment of the capital needs of the sites under their own control, this assignment suggested that the agencies work together to identify ways to prioritize that work between agencies. The partners agreed that there might be a variety of options to consider in this respect, and added it to the proposed consultant's assignments included in Attachment 4.

THC staff then reviewed Attachment 4 in light of other services obtained by the agency under competitive contract, and estimated that the cost of developing a statewide historic site master plan that would include all of these elements through externally contracted services would be approximately \$1 million and that such a project would take 18-24 months to complete. In addition, THC and partner agencies would likely have FTE requirements and related costs to oversee the work of the consultant.

As an alternative, THC reported to the partners that THC could perform the work described in Attachment 4 with 4 additional FTE. These positions would include 2 FTE in the Program Specialist V classification at midrange salaries of \$64,000 each, 1 FTE in the Architect III classification at a midrange salary of \$84,000, and 1 FTE in the Administrative Assistant III

TEXAS HISTORICAL COMMISSION

classification at a midrange salary of \$38,000, plus travel expenses and an additional amount for external contract services (database development, facilitation, etc.) at a total annual cost of \$350,000, or \$700,000 over the biennium. These would be permanent staff positions, as the affiliate program would have continuing needs, and it would be necessary to make continued improvements to interpretive exhibits to accomplish the goal of integrating disparate chapters of the Texas story into a seamless single volume. Again, other partner agencies would likely have additional costs that would be estimated and submitted in response to a request for fiscal note on any related legislation.

2. Recommendation 2.3: Although this Recommendation is administrative, it cannot be carried out until statutory modifications described in the Sunset report have been implemented.
3. Recommendation 2.4: THC contacted each of the partner agencies identified in the Sunset Report and invited their participation in exploring long-term options for developing a joint curatorial facility and a master inventory of state-owned collections. Each agency identified multiple representatives to participate in this discussion. Meetings were held October 12, November 7 and November 29, which included tours of each agency's current curatorial facility and potential sites for development of a combined facility. A final report, with estimated associated costs, is attached, including minutes of the meetings and an analysis of options (Attachment 7). The recommendation for an addition to the existing Texas State Library and Archives facility carries a cost of approximately \$43.9 million and would provide adequate space for state collections for another 20 years. As required by the Sunset Commission report, Attachment 7 has also been shared with the House Appropriations and Senate Finance Committees.

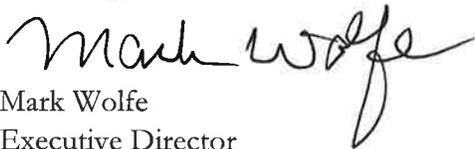
As to the issue of creating a master inventory of state-owned collections, as will be obvious from the spreadsheet at the end of Attachment 7, the collections types represented by each Agency are distinct – each with distinct nomenclature, disciplinary method and research goals. Indeed, THC, TPWD, TSLAC, GLO and SPB all have databases that were custom-created by their collections managers, making each database a unique and effective management tool designed to serve the particular collections and the needs of their internal customers. The distinctiveness of each database structure would make it very difficult to merge them into a single master inventory representing all of the state's collections. Such a product would have to be custom-made and proprietary, requiring a significant investment in design and development costs. If the Sunset Commission requires a more detailed response, we can seek estimates from contractors with expertise in such projects. The necessary contract would include cleaning up each of the existing databases, identifying common information categories, potentially adding information to any database that lacks information in what are identified as key categories, merging the data, cleaning up the resulting database, acquiring software for each agency along with any necessary hardware, determining the cost of annual licensing, and determining the cost to provide training to user agencies. The cost of providing public access to the information would also need to be calculated if that is the Sunset Commission's intent.

TEXAS HISTORICAL COMMISSION

4. Recommendation 2.5: This assignment was initially focused on developing an MOU between THC and Texas Parks and Wildlife Department. However, it was discussed during the meetings on Recommendations 1.1 and 2.4, and other partner agencies agreed that they would also be interested in being parties to such a MOU. The partner agencies also discussed an existing MOU between state agencies involved in tourism initiatives, and expressed interest in forming a similar partnership that would include quarterly (or more frequent) meetings to update one another on matters of common interest. This assignment will be completed by the February 1, 2019 due date.
5. Recommendation 3.1: New draft rules for the Texas Heritage Trails program were developed and submitted to the commission for adoption. They were publicly posted as required, and will be on the agenda for commission action at their meeting in January, 2019 (Attachment 8). Any necessary revisions will be made following adoption of the statutory amendments called for in the Sunset Report.
6. Recommendation 3.2: Development of a performance-based contract with the ten Texas Heritage Trail Program regional boards of directors will be pursued after adoption of the statutory amendments called for in the Sunset Report.
7. Recommendation 3.3: THC's current 5-year plan requires revision by the end of 2019. We intend to initiate the planning process shortly after the legislative session concludes (possibly as soon as June, 2019), and the Heritage Trails program will be a primary focus in that process.
8. Recommendation unnumbered: At their quarterly meeting on October 23, 2018, THC commissioners adopted Texas Administrative Code Title 13, Part 2, Chapter 21, Subchapter A, Rule 21.12 providing a process for stakeholders to challenge the accuracy of existing THC historical markers. The process includes a role for the county historical commission in the county where the marker is located. In addition to using in-house expertise, the rule provides a process for seeking input from professional historians to provide additional perspectives (Attachment 9).

This concludes my report. Please let me know if I can provide any additional information.

Sincerely,



Mark Wolfe
Executive Director
Texas Historical Commission

**MINUTES
STATEWIDE HISTORIC SITE MASTER PLAN WORKING GROUP**

Four Seasons Hotel
Stone's Crossing Room
98 San Jacinto Blvd. Austin
Monday, October 8, 2018
1 p.m.

1. Call Meeting to Order

Texas Historical Commission (THC) Chairman John Nau called the meeting to order at 1:01 pm on Monday, October 8, 2018 and thanked the participants for attending.

2. Introductions and summary of roles with respect to management of state-owned historic resources

Introductions were made around the table as follows:

General Land Office

Mark Lambert, Deputy Director, Archives and Records

State Preservation Board

Rod Welsh, Executive Director

Ali James, Curator of the Capitol

Texas Parks and Wildlife Department

Brent Leisure, Interim Chief Operating Officer

Texas Historical Commission:

John Nau, Chairman

John Crain, Vice-Chairman

Mark Wolfe, Executive Director

Joseph Bell, Deputy Executive Director of Historic Sites

Others in attendance:

Penny Crow, Facilitator, Center for Professional Education, University of Texas

Esther Garza, Executive Assistant, Texas Historical Commission

3. Review the purpose of the working group as defined by Sunset and reach consensus on the ultimate goal of the project

Facilitator Penny Crow initiated the dialogue by asking the group to identify known commonalities and differences amongst the four agencies.

Differences included agency missions; funding sources and constraints; support through non-profit groups or lack thereof; earned income; definition of a historic site; management of recreational parks versus house museums and functional offices within the historic sites; varying degrees of regulatory authority;

Commonalities included the fact that they were all state agencies that managed historic sites; shared collaboration when proximity or themes aligned; employed dedicated professionals; leadership was committed to be the best possible stewards; and the shared issue of deferred maintenance.

Discussion followed regarding the purpose and benefit of having a joint approach to managing statewide historic sites and resources. Other ideas submitted included the need to answer the following:

- What is the purpose of historical sites
- How to use historical sites to build tourism in rural areas?
- What defines a historical site?
- What is the story of Texas?
- Will there be/is there a budget for maintaining historical sites?

Discussion was held regarding common terms and language. All agreed to use the federal definitions of historical resources. All participants also concurred that the goal of the project was to define an approach to developing a statewide historic sites master plan and the end product would be a comprehensive recommendation. The group also agreed that the purpose of historical sites was not only to chronicle the story of Texas but to also impart the development of the spirit of Texas.

4. Identify potential sources of information re: historic properties in public and private ownership, and re: appropriate historical periods and themes

Chairman Nau stated that Texas was one of the few states that considered its history to be pivotal to maintain. He noted the importance of economic development and heritage tourism to the state. THC Executive Director Mark Wolfe referred attendees to a handout in their meeting packets defining the most basic themes and subthemes in Texas history. He noted the charge from Sunset was to consider ways to ensure that the eventual master plan addresses the identification of historic periods and sub-period themes that the state should highlight, and which properties best represent those themes. Discussion transpired regarding county and local preservation groups that also managed historic sites throughout the state and ways they could be integrated into a master plan. Further discussion ensued regarding the “the story of Texas” and all agreed that the agencies represented at the table were stewards of “pieces of the broader story of Texas”. They further agreed that, once the story of a particular site was established, the opportunity existed to educate a visitor to the significance of that site, focus on economic development and promote tourism. Additional comments were made regarding the importance of including Texas women’s history as well as the creation of the historic preservation movement and women’s involvement in that movement. Dialogue followed concerning the date of when the “story of Texas” began. Curator of the Capitol with the State Preservation Board Ali James noted the Bob Bullock State History Museum was in the process of reimagining the first-floor exhibit space. She stated the exhibit featured a 14,000-year-old projectile point discovered in Central Texas as the starting point. A consensus was reached that the starting point for the story of Texas, for the purposes of this project, would be the Paleo Indian era, approximately 14,000 years ago when the land first intersected with humans.

5. Identify potential partners for gathering/sharing information

Potential partners and networks identified for gathering information included the Texas Association of Museums, State Universities, County Historical Commissions, Certified Local Government groups, and Main Street communities.

6. Review current assessment tools for identifying properties eligible to be added to the state's historic property portfolio

Chairman Nau noted the importance of identifying and defining common standards amongst the represented agencies. He noted sites are generally either thematically or geographically characterized and explained the importance of economic development through the promotion of heritage tourism in the rural parts of the state. Wolfe referred attendees to their meeting packet handout of an example of THC's administrative rule within the Texas Administrative Code (TAC) that outlined the agency's guidelines for accepting a historic property into the state's portfolio. Attendees described their respective processes and noted the similarities. The consensus was that the group should not only review their current assessment tools but also determine if additional procedures would be recommended. Wolfe offered to collate the TAC rules for acquisitions and third party review procedures for the four agencies and asked the attendees to send him their information.

7. Address the issue of deaccessioning historic properties

Brent Leisure, Interim Chief Operating Officer, Texas Parks and Wildlife Department briefly described their rules, policies, and procedures that were currently in place and offered to send those to the group. He noted these tools were developed to ensure the resources subject to deaccession were properly and responsibly cared for. Chairman Nau suggested the utilization of a financially sound 501(c)(3) group would be helpful when deaccessioning an historic property. He noted such a group could support and/or possibly adopt the property if it was subject to deaccessioning. The attendees noted a recommendation regarding the previously mentioned group should be included in the development of the master plan.

8. Identify a system for prioritizing capital needs between properties and between agencies

Joseph Bell, Deputy Director of Historic Sites, THC, agreed to research other systems at the state and federal levels for prioritizing capital needs between properties and between agencies. Director Wolfe noted that a detailed system was not expected to be outlined in the recommendations but simply a notation as to what other opportunities were available. Chairman Nau challenged the group to think about making a recommendation to keep deferred maintenance separate from operations. Leisure noted their agency had a process in place to assess capital needs based on varying factors and agreed to send those procedures to Director Wolfe.

9. Define the role of the public in this process and in the development of the actual plan

This item was tabled in order to be considered after preliminary recommendations on the master plan had been developed.

10. Recognize the need to establish a project calendar and budget

Discussion ensued regarding the importance of making a recommendation to create a plan along with a calendar and proposed budget by December 10, 2018 in order for the Sunset Commission to have that information in hand for their December 13, 2018 commission meeting. Crow

challenged the group to review the information that Director Wolfe would disseminate in the interim and be ready to make recommendations at the next session. She also asked the participants to bring a list of what they consider to be a deferred maintenance priority for their respective agencies and to consider what their recommendations might be for prioritizing the deferred maintenance needs of the statewide historic sites.

11. Closing thoughts, schedule next meeting

In closing, Crow reminded the group that Director Wolfe would collate and disseminate the agencies' respective TAC rules for acquisitions as well as the deaccessioning procedures developed by TPWD.

Although the requirement was to meet twice before presenting a recommendation to Sunset, the group agreed to meet two additional times. The participants agreed to schedule the next two meetings for November 9, 2018 and December 6, 2018 from 9:30 – 11:30 a.m.

12. Adjournment

The meeting was adjourned at 3:07 p.m.

MINUTES STATEWIDE HISTORIC SITE MASTER PLAN WORKING GROUP

Four Seasons Hotel
Stone's Crossing Room
98 San Jacinto Blvd. Austin
Friday, November 9, 2018
9:30 a.m.

1. Call Meeting to Order

Texas Historical Commission (THC) Vice-Chairman John Crain called the meeting to order at 9:30 am on Friday, November 9, 2018 and thanked the participants for attending.

2. Introductions and summary of roles with respect to management of state-owned historic resources and review of the minutes.

Introductions were made around the table as follows:

General Land Office

Mark Lambert, Deputy Director, Archives and Records

State Preservation Board

Rod Welsh, Executive Director

Ali James, Curator of the Capitol

Texas Historical Commission:

John Crain, Vice-Chairman

Mark Wolfe, Executive Director

Joseph Bell, Deputy Executive Director of Historic Sites

Texas Parks and Wildlife Department

Brent Leisure, Interim Chief Operating Officer

Others in attendance:

Penny Crow, Facilitator, Center for Professional Education, University of Texas

Theresa Wenske, Executive Assistant, Texas Historical Commission

Commissioner John Crain asked if everyone had reviewed the minutes and asked for any corrections. THC Executive Director Mark Wolfe said that no formal adoption would be needed, but if anyone had any corrections to please let him know. There were no corrections noted.

Facilitator Penny Crow initiated the dialogue by asking the group to clarify for her that if the intent of today's meeting was to set a budget or not. Mr. Wolfe stated that as per the Sunset directive, we are to estimate the cost and what the timeline would be to have a statewide strategic plan developed by a consultant. This is to be completed by December 10th. Sunset will then develop some component of legislation they initiate and if there is a number associated with this, it will likely wind up as a fiscal note. Mr. Wolfe noted that the documentation provided by TPWD could

be used as a basis and guideline for our objective. He also mentioned that THC Chairman John Nau has hired an interpretive consultant, Patrick Gallagher to assist the THC with projects like this one. He noted that once we get a direction, we can run this through Mr. Gallagher and get his thoughts on our progress. Commissioner Crain noted that getting involvement from outside entities would be a good idea. Discussion turned to an affiliate program possibly being set up with this plan. Mr. Wolfe noted that conducting a study of possible sites being brought under an umbrella or as an affiliate could be added to the budget but at this point is only conceptual.

- 3. Review revised list of historical periods and themes**
- 4. Discuss options for developing a historic site network including the concept of affiliate sites.**
- 5. Status report on other issues discussed in the October 8 meeting.**

GLO Deputy Director Mark Lambert noted that the TEKS has 12 subdivisions for Texas history and the THC list of themes and subthemes was many more than that. He said that the ones that can be identified for acquisition were fairly easy to pinpoint, but the ones for affiliate status, where we would “coach” them on how to run their site and provide assistance to the would likely be on a quid pro quo status. They would be offered a monetary incentive and in turn they would alter or change their narrative for us. Commissioner Crain noted that there are properties that would consider themselves historic sites. It was agreed by all partner agencies that an affiliation program of some kind is needed. We need to raise standards to provide the visitor with the best experience possible. He noted that partnering with associations like the Texas Association of Museums and the Texas State History Association should be something to take into consideration and would be in our best interest. It also gives us the opportunity to refer visitors at our sites to the affiliate sites.

Due to a late arrival to the meeting Ms. Crow restated the objectives of today’s meeting. She then asked if everyone had their deferred maintenance list.

Referencing deferred maintenance, TPWD and THC have these lists. SPB has a list for preventative maintenance. TPWD Interim COO Brent Leisure, said their deferred maintenance list is quite extensive and the database has hundreds of projects on it. THC Deputy Executive Director of Historic Sites Joseph Bell mentioned that we are looking at the processes used by the Texas Facilities Commission, TPWD, and other outside entities such as the State of Colorado for how they define and rank deferred maintenance projects. Mr. Wolfe reiterated that we need to identify and define a process rather than focus on the actual deferred maintenance projects.

Commissioner Crain mentioned that the subject of health and safety projects came up in a meeting he attended just recently. He noted that a system of classifying projects is much needed and that providing a list of priorities to the legislature is also needed.

Mr. Lambert mentioned that the Alamo is the only site he is representing and that all of the deferred maintenance projects that were completed at that site over the last two sessions were mainly health and safety related.

Mr. Leisure noted the TPWD’s categories for prioritizing projects are: Health and Safety, Regulatory (water and waste water), Business Continuity (accessibility, public demand for the

facilities, revenue generated visitation), and Mission Support (stewardship, preservation). He explained that there is a series of questions site and facility managers use to determine which category and how high on the list a project is placed. All answers are then put into the database and a prioritized list is generated. Commissioner Crain asked if all present were comfortable using the four categories that Mr. Leisure mentioned. All present were in agreement. Mr. Leisure mentioned that the largest part of the TPWD budget is focused on Health and Safety and Regulatory issues. He further noted that it is rare that projects don't hit all four categories because most of them do.

Ms. Crow mentioned that the THC Chairman was interested in the rural areas, trying to make the historic sites as economic drivers for that area. Mr. Bell noted that the issue in rural areas is that the return on investment will be less than in a metropolitan area. However, the importance of the site may be higher than a site in a metro area due to the number of other activities available. Mr. Wolfe raised the question of spending money where people will see the investment or spend it on the resource that needs it the most. This is something that needs to be addressed in the evaluation process. Mr. Bell noted that the urban sites have a higher earned revenue potential if marketed effectively, but that wear and tear on the site will be greater.

Mr. Lambert made the comment that having the knowledge of where a site is located (rural or metro) could be helpful. Ms. Crow wanted to clarify that the scope of the Sunset charge is focused on acquisition or deferred maintenance. Mr. Wolfe noted that deferred maintenance costs for partner agencies could pool the needs together since each agency individually requests funding from the legislature. Discussion continued regarding rural versus urban settings and funding issues with each. Mr. Leisure said TPWD has a matrix that they use which could be presented to the THC Chairman for consideration. The source of economic impact and estimation of visitation is something that could be standardized over agencies. Ms. Crow has identified this as a recommended process that could be standardized over all agencies. Visitation is a good indicator of the amount of wear and tear on the site, which could lead to an increase in routine maintenance. Ms. Crow asked if there was a calculation of what each visitor means to a site economically. Mr. Bell said that THC has a cost per visitor based on expenditures and revenue analysis.

Ms. Crow wanted to again verify if there are any changes to the minutes. She also asked about the THC list of themes and subthemes. Mr. Lambert asked if a column could be added to the list noting if someone is already doing that or telling that story. Mr. Wolfe said that geographical representation should be taken into consideration when deciding what sites tell the story the best. Ms. Crow wanted to make sure that all were in agreement that use of this list was a good starting point and that if something needed to be added or deleted it could be. Mr. Leisure mentioned that someone should conduct a gap analysis to determine what we have and what we don't have; if a site could better tell a story than a site that is currently telling that same story; or if acquisition of a site by someone other than the partnering agencies would be best for that site.

Affiliate sites:

Mr. Wolfe made the comment about THC in the past not really considering the recreational opportunities at the site and staying focused on the historical aspect, and that it should be something we consider with possible acquisition of any site. Mr. Leisure said that while having appropriate recreational activities at the site is good, once we get visitors there, we need to find programmatic ways to keep them at the site.

Mr. Wolfe mentioned that the concept of an affiliate status for other sites is something that was requested by the THC Chairman. Mr. Bell developed the *State Historic Sites Affiliate Status* handout. All in attendance agree that this is a good foundation for further discussion regarding possible affiliate sites or an affiliate status for sites. Mr. Leisure made the comment that one site having the designation as an affiliate site might encourage other sites to want to obtain that same affiliation and any benefits that the affiliation status comes with. We also want to make sure that they are living up to the standards and image to the terms of the network of sites. The question of adding the marketing information as part of the checklist was addressed by Mr. Bell. He noted that once a site attains an affiliate status, they become part of the larger marketing plan of the sponsoring agency.

Mr. Wolfe made the comment on a checklist that was provided to Commissioners to use during their travels to the sites. One of the things he wishes they had put on that list is how the site is marketing themselves. Do people in the community know about the site? Do they see information about the site? Mr. Leisure said that a list like that could be incorporated in a scoring matrix and used as a monetary incentive in the form of grants to the site. This is a way to make sure that the site is performing adequately. Ms. Crow asked if this list provided by Mr. Bell was sufficient enough to begin developing a list of potential affiliate sites. Mr. Bell noted that it would be determined by the analysis of each site and, likely, who owns the sites, university, non-profit, or municipal. Mr. Bell stated that the marketing criteria could be added to the list.

Mr. Wolfe said that there are sites that should be owned by the state and those that should not, or that it doesn't matter who owns them as long as it is a quality experience.

Regarding the review of current assessment tools for identifying properties eligible for addition to the state's portfolio of sites, Mr. Wolfe noted that there are two different sets of criteria. It is the consensus of those present that both sets should be taken back and reviewed by next meeting and combine/condense them down into one tool set for use across the board.

Mr. Leisure provided some information for scoring properties to see if they would qualify for deaccession. Deaccession of properties is not something actively pursued by agencies in the group. Being subject to political influences is something that we cannot avoid but having processes in place to alleviate that type of political pressure will help.

Mr. Leisure said that the one complicating factor that can be found is the historic sites and the assets in the historic sites that are handled in a completely different manner of ranking and prioritizing projects across the board. Mr. Leisure noted that most of the 95 parks have a historical component to them. That makes this all the more important to recommending a process that will flesh out all the differences to come up with a cohesive plan.

Capital needs/deferred maintenance project prioritization. –

Mr. Bell provided the State of Colorado project prioritization model where all state projects are evaluated by the state architect's office. Mr. Wolfe referenced the *Capital Assets Improvement* document handed out at the meeting. It contains definitions that could be used statewide. Mr. Bell continued by saying that with Capital projects the Chairman is keen on having business plans that

will include any capital needs and deferred maintenance issues; include a return on investment; detail how this will grow brand identity; etc. THC currently has plans in the works for San Felipe de Austin, Levi Jordan/Varner-Hogg Plantations, and the French Legation. Ms. Crow asked if business student interns have been used to assist in writing a business plan. They enter competitions with the business plans they write. They do all the research, and everything involved in crafting a plan.

Regarding the *Capital Assets Improvements* handouts, is the recommendation for THC and TPWD to come up with ranking and prioritization guidelines or is that something that the LBB should come up with a set of procedures for the entire state and not just ranking THC and TPWD. Ms. Crow stated that the idea of the LBB crafting a plan for ranking the entire state and all capital projects could be part of the report back to the Sunset committee. Mr. Leisure made the statement that referenced back to the list of themes and sub-themes. The report should show what we have and what we don't have. That list should also include who was at the table and who wasn't but should have been, specifically speaking about the universities. Commissioner Crain noted that part of the recommendations to Sunset could be that this committee be left intact to continue to prioritize projects and refine/define processes. Mr. Bell said that once the processes are defined and all agencies in the group use them, the allocation of funds would still be to each agency. Mr. Wolfe stated that there could be some cultural resource related agencies that meet and discuss common issues and help each other out.

Educational focus (TEKS) should be incorporated. Focus groups should include social studies teachers/coordinators since they are teaching directly to the TEKS. Mr. Wolfe makes the point that if you ask someone their opinion, you better be ready to hear it, as it may not be what you hoped it would be. Commissioner Crain said that the public should be involved in evaluation of sites as they have insight that we cannot have from the inside. Visitors can see if the sites are getting complacent and need to make some program changes. They help to build advocacy and support for the site.

Mr. Wolfe hopes that we can come up with the individual elements that we believe we can carry out and how long it will take us to develop a plan and for how much money. Once the scope has been developed, and the group determines what the deliverable(s) will be, we have a better chance to develop a budget. Any consultant hired will be required to work with each of the partner agencies involved. Commissioner Crain wanted to be sure everyone was on board with being in the group of partner agencies. All the agencies present at today's meeting were in agreement. Mr. Wolfe clarified that in the tourism category, the different agencies are called MOU agencies that meet regularly to discuss heritage tourism. Ms. James asked which agencies are in that group. Mr. Wolfe clarified that it is Texas Commission on the Arts, THC, TPWD, the Governor's Office, and TXDOT. That group was set up by statute. Discussion continued on partnering agencies and the importance of initiating and maintaining these relationships. Ms. Crow recommended that the partnering agencies involved in the statewide interpretive master plan develop a project charter as a group. Mr. Welsh said that could simply be an MOU with all partnering agencies in agreement. Mr. Wolfe mentioned that another of the Sunset assignments to THC is that THC enter into an MOU agreement with TPWD to share resources., Mr. Leisure said that sharing expertise as well as resources should be a part of that MOU.

Mr. Wolfe asked what exactly we are asking the consultant to do. It was agreed that the scope is needed first and foremost. Mr. Bell agreed to draft a scope that will be routed to all partner agencies for review and comment. Commissioner Crain mentioned another aspect to consider is joint marketing between the partnering agencies and as the affiliate program takes off, including them as well.

6. Closing thoughts, schedule next meeting

As a means of recap, Ms. Crow went through the action items she wrote down and classified them as to Scoring Process for Capital and Deferred Maintenance, Consultant Tasks, accession and deaccession, and recommendations. Partners will take the *Capital Assets Improvements* sheet provided by THC as a guide to review and provide definitions back to Mr. Bell by November 30th.

The participants agreed to December 6, 2018 from 9:30 – 11:30 a.m. as the next meeting date and time. a location will be determined.

7. Adjournment

The meeting was adjourned at 3:07 p.m.

MINUTES STATEWIDE HISTORIC SITE MASTER PLAN WORKING GROUP

Bullock Texas State History Museum

Boardroom, 4th Floor

1800 Congress Ave.

Austin, TX 78701

Thursday, December 6, 2018

9:30 a.m.

1. Call Meeting to Order

Texas Historical Commission (THC) Vice-Chairman John Crain called the meeting to order at 9:34 am on Thursday, December 6, 2018.

2. Introductions and review of the minutes

Commissioner Crain introduced Alvin Miller, Deputy Director of Administration. He then asked if everyone had reviewed the minutes and asked if there were any corrections. There being none, he asked for a motion to approve. Mark Wolfe made the motion to approve the minutes as presented and it was seconded by Mark Lambert. Vote to approve the minutes was unanimous.

Those in attendance were:

General Land Office

Mark Lambert, Deputy Director, Archives and Records

State Preservation Board

Rod Welsh, Executive Director

Ali James, Curator of the Capitol

Texas Historical Commission:

John Crain, Vice-Chairman

Mark Wolfe, Executive Director

Joseph Bell, Deputy Executive Director of Historic Sites

Alvin Miller, Deputy Executive Director of Administration

Texas Parks and Wildlife Department:

Brent Leisure, Interim Chief Operating Officer

Others in attendance:

Penny Crow, Facilitator, Center for Professional Education, University of Texas

Theresa Wenske, Executive Assistant, Texas Historical Commission

3. Review the draft scope and statement of work

Facilitator Penny Crow noted that no feedback was provided to Joseph Bell on the Statement of Work. She asked him to go through the document and explain it, so everyone would be comfortable with it. Mr. Bell went through the document section by section and briefly explained

what was included in each section of the document which detailed the required services to be provided by the consultant. He noted that ten workshops to be conducted throughout the state and locations ~~are~~ were tied to the ten trail regions and that six additional workshops ~~are~~ were to be conducted in Austin with the partnering agencies. Mr. Wolfe noted that, with that many workshops scheduled, the cost would be large, but having the locations tied to the ten trail regions made sense. Mr. Bell briefly went through the section regarding the affiliate program noting how the consultant would create a process that would assist the group in identifying the sites that should be designated as affiliates. He also noted that partnering agencies would be providing support materials to the consultant. Ms. Crow asked if the group felt that the document met the charge of the Sunset recommendations. Mr. Wolfe said that, for the most part, yes it did. He noted that the Sunset report asked the agency to include some information on 'opportunities to develop tools to support on-site and remote learning'. However, those opportunities couldn't really be pursued until decisions had been made regarding the development of a historic sites affiliate program.

Commissioner Crain wanted to ensure that the people most knowledgeable about the subject be present at the table at the regional meetings. Mr. Wolfe said that those individuals may have to be solicited to attend and not be relied upon to just show up. Ms. Crow noted that was something to include in the scope, that the consultant ~~is~~ was to find who to include in those meetings.

Mr. Leisure suggested the report include reference to the Secretary of the Interior's Standards as the standards applicable to all state historic site projects. Mr. Bell said he would add that to the scope. Mr. Leisure also noted that the task force needs to be defined for the consultant. Mr. Bell explained that representatives from the partnering agencies would work closely with the consultant and that they would also be included in the RFP evaluation that would select the consultant. As a reminder, those agencies include Texas Parks and Wildlife Department, Texas Historical Commission, State Preservation Board, General Land Office, and Texas State Library and Archives Commission. Mr. Bell clarified that the consultant would help to develop a process for screening potential sites for affiliate status and would make recommendations to the partnering agencies. The agencies would then perform a final evaluation.

4. Review revised draft affiliate program criteria

Ms. Crow noted that, at the last meeting, a section on marketing and public outreach was missing from the draft affiliate program criteria. Mr. Wolfe noted a section was added by Mr. Bell to cover that aspect. Mr. Lambert wanted to know if there was a credential standard for possible affiliate sites. Mr. Bell noted that the evaluation would include an analysis of staff credentials. All agreed the document was complete.

5. Any additional ideas or concepts to discuss

Vice Chairman Crain suggested that the group continue to meet, and that a MOU be developed to define continuing relationships and responsibilities. All parties agreed. Ms. Crow noted that this should be considered a living document and referred to often to be sure everyone was on the same page when discussing issues with the legislature. Mr. Leisure asked if the Statement of Work and the Affiliate Status documents could become part of the Sunset bill. Mr. Wolfe noted that yes, it was possible they would use the documents in the bill and that was where the fiscal note would

come in. If the Sunset Commission agreed with the plan the group had constructed, they could then direct the group to proceed.

6. Estimated cost and time frame

Mr. Bell reported that he obtained an estimate for carrying out the scope of work that was shared with the partner agencies on November 15, 2018. The calculated estimated was upwards of \$1M. All agreed that \$1M sounded about right for what the group was asking a consultant to accomplish in an 18 to 24-month time frame. Ms. Crow noted that, based on the scope and what was needed, the group seriously consider a consultant to develop and begin the program and have one or two staff to manage the work and the program.

7. Outline report layout and structure

Mr. Leisure noted that consistency in how the partner agencies maintain and promote sites was important. Mr. Wolfe noted that one of the consultant's assignments would be to research affiliate programs to see if there is a model that the group can apply in Texas. If not, then the Texas program could become the model. Part of the consultant's responsibilities would be to research other affiliate programs. If none were found, this could feasibly be a model for others to follow. All attendees agreed that designating affiliates came with a risk. Ms. Crow noted that the subject of a risk assessment should be incorporated into the document before submission to Sunset.

Ms. Crow asked about administrative rule changes. Mr. Leisure said that once the plan was developed then the group would have the framework to adjust any rules at the agency level. Ms. Crow asked if the Sunset Commission could come back once they see the estimated cost and say that was not the way to go and to keep on doing business as usual. Mr. Leisure noted that there was also the risk that the legislature would say yes, proceed, and then not fund it.

Ms. Crow asked about incorporating reference to the Texas Essential Knowledge and Skills (TEKS) into the statement of work. Mr. Bell noted that as being one of the items that the consultant would work out. Ms Crow also noted that at the last meeting the group agreed to adopt the TPWD criteria on site evaluation. By means of clarification, Mr. Leisure noted those criteria: Health and Safety, Regulatory, Business Continuity, and Mission Support. Mr. Bell verified that this set of criteria was included in any facility assessment.

Mr. Wolfe noted that it was a possibility that the legislature could request a smaller scope or ask what could be done for a smaller dollar amount. All were in agreement that the group should not provide a cost break down in the report and wait until the legislature makes a decision to provide that much detail. Mr. Leisure said that it would be beneficial for the group to meet and work on this when the time comes. Mr. Miller said that a good time to meet would be when the group was requested to provide a fiscal note for a bill that had been filed. All in attendance agreed with that suggestion.

Mr. Wolfe noted that his report would not go into great detail. The attachments would contain the bulk of the details. Mr. Bell went over the changes requested to the statement of work as discussed in the meeting. Mr. Wolfe stated that his report to Sunset would contain about eight different topics. He noted that one of the topics of his report, the shared curatorial facility analysis, was required to be presented to both the House Appropriations and Senate Finance committees. Mr.

Bell said that this was likely due to Texas State Library and Archives Commission having an appropriations request for expansion of their Shoal Creek facility. Mr. Wolfe noted that, in THC's administrative rules, the agency would only take on properties that have at least a statewide significance. All agreed that having this standard was a good idea.

8. Next steps

Mr. Wolfe agreed to share his Sunset report with the group. He would share the minutes with the group electronically as soon as they were prepared so that they can be reviewed, approved, and included in the report. He noted that the MOU between TPWD and THC was due February 1, 2019. The door on that was left open for a broader document that could include the other partner agencies.

Mr. Bell would make the requested changes and send it out to the group as soon as possible. The partner agencies all agreed that these meetings had been a useful exercise and that the group should continue to meet after the Sunset bill was introduced.

9. Adjournment

The meeting was adjourned at 10:50 a.m.

12/07/2018
STATEMENT OF WORK

Texas Statewide Interpretive Master Plan
Project Intent

The history of the state of Texas is complex, diverse and dynamic. The Texas Historical Commission has a responsibility to protect, interpret and celebrate the many chapters of the state's history of human occupation and development. But in a state this size, with such broad diversity in its stories, its landscapes, and its people, there must be a thoughtful way to approach this responsibility. To date, multiple state agencies have acquired historic sites through a variety of means, without the benefit of a plan that would guide their way. It is the intent of this proposal to solve that problem by creating a blueprint for such a plan.

This new statewide interpretive plan should establish a list of themes and subthemes in Texas history. It should include an inventory of significant historic sites in public and private ownership and identify which properties would best interpret each of the themes. It should also lay out the potential for an affiliate program, identifying best practices for connecting the most significant historical resources together, regardless of ownership. This cohesive network of historic properties should build on the foundation of state historic sites already owned and operated by the Texas Historical Commission and other state agencies. And the plan should identify instances when additional properties in this network should be owned by the state in order to ensure the success of this effort by applying a process for assessment and thoughtful consideration of the implications of state ownership in advance of acquisition. The final task is to detail a calculated process to analyze historic resources and establish an agreed-upon means to cost and prioritize needs with the user group.

The statewide Interpretive Plan will make it easier to identify key resources, guide programmatic approaches, assist in establishing goals and desired outcomes, recommend interpretive approaches to illustrate the themes/subthemes and related stories to their best advantage, and will assist with the identification and evaluation of potential audiences. The selection of vendor and work performed will be done in

partnership with Texas State Library and Archives, Texas Historical Commission, Texas Parks and Wildlife Department, State Preservation Board, and the General Land Office. Other appropriate local, state and federal organizations will be invited to participate as needed in local meetings and workshops.

Statewide Interpretive Master Plan Project Overview

- Confirm themes and sub themes detailed will address all aspects of Texas history.
- Review existing properties associated with the events detailed and select the properties that best represent the stories associated with these significant periods.
- Select properties to complete the theme and sub-theme table; highlight property ownership; and detail properties that could be added to the state ownership of state historic sites.
- Work to assure that, as appropriate to the stated themes and subthemes, historic sites recommended in the plan represent all the geographic regions of the State of Texas to assure best public access to the state's varied history.
- Establish a contact list of scholars, historians and qualified professionals to engage in the project's meetings and workshops to define the best representative properties.
- Schedule multiple statewide public stakeholder meetings to present list and solicit input from the public.
- Finalize list for presentation to the joint agency task force and governing authorities.
- Work with the joint agency task force to further detail a Texas State Historic Site affiliation program. This program will be available to public (city and county) and non-profit privately-owned properties identified as appropriate to the theme and sub-theme table.
- Review facility prioritization processes. Draft a calculated process that can assist in identifying needs, and rank and prioritize them, in an agreed upon process each agency can use to analyze state owned properties under their stewardship.
- Identify means to brand the network of historic sites through wayfinding signage, programming, basic exhibit design guidelines, marketing media and community outreach.
- As part of the analysis, detail a process and means by which to assess the economic importance of the properties within their urban and rural settings.

Texas Statewide IMP Scope of Services

SCOPE:

The State of Texas, by and through the Texas Historical Commission (THC) seeks sealed proposals to establish a contract for the research and writing of an Interpretive Master Plan for the State of Texas in accordance with the specifications contained in this Request for Proposal (RFP).

The Texas Historical Commission seeks a firm that has proven experience with the development of comprehensive and complex Interpretive Master Plans, economic analysis, affiliated program development and cost estimating to address the needs of historic resources including historic structures, archeological sites and landscapes.

All face-to-face interviews and meetings with the established joint agency task force committee and the Respondent regarding the project deemed necessary will take place in Austin, Texas. Required public stakeholder meetings will occur at locations throughout the regions of Texas as necessary at locations to be determined.

The goals for the project are to create a Statewide Interpretive Master Plan, identifying the most significant properties that illustrate the important themes, subthemes, and stories within Texas history; create the process and outline for an affiliation program for non-state owned identified historic properties operated by private nonprofit organizations; create a process to identify and prioritize facility needs; to determine what interpretive services and techniques will best communicate the most important stories, ideas, values and meanings to present the state's history to the public; create a branding and marketing plan to promote the overall program and the new affiliation initiative; and to create best practices recommendations to help assure the best and highest use of the identified facilities that are outlined in the plan, with implementation strategies to create better and more immersive public experiences in understanding the state's historic development.

Preference will be given to vendors who have completed similar comprehensive and complex interpretive planning projects for multiple historic properties associated with structures, archeological sites, and landscape features.

1.1 REQUIRED SERVICES PROVIDED BY AWARDED RESPONDENT:

A. Provide a proposed project timetable, that outlines how they will accomplish the stated scope of work within the allotted contractual time frame, allowing a minimum of 12 weeks for extensive review and comments from the joint agencies task force for each submission in the project timeline, not inclusive of any time required by the contractor to make required/requested changes.

B. Required Workshops

1. The selected contractor must designate a single Project Manager who is expected to attend all required project workshops and meetings.
2. The Respondent will conduct a minimum of ten (10) workshops located in various geographic regions around the state, the exact locations to be determined, with agency assigned staff and with various constituent and stakeholder groups to seek public input, identify issues, and gather information to determine/re-affirm main interpretive themes and sub-themes for the overall statewide historic interpretation of Texas history, and areas requiring further historic and archival research. These workshops will require separate trips to Texas and the selected locations around the state.
3. This Respondent will conduct a minimum of six (6) workshops and in-person meetings involving the Respondent's appointed Project Manager and other contract team members with staff from the Texas State Library and Archives, Texas Historical Commission, Texas Parks and Wildlife Department, State Preservation Board, and the General Land Office. These meetings will all take place in Austin, Texas.
4. Most workshops, site visits, meetings, or other in-state portions of this project will necessitate multi-day/over-night stays in Texas at various locales to be determined, to accomplish the necessary work under the Service requirements of this RFP.

C. Work to identify the sites that represent the best opportunities for interpretation of the themes and subthemes as outlined in the attached appendix.

D. The evaluation should be based on each site's capacity for meeting the interpretive needs of the themes and subthemes detailed and include an analysis of existing state-owned historic sites to determine if the sites currently owned by the state are the best properties for communicating those themes.

E. Develop an Interpretive Master Plan document that contains the following elements:

- 1 Executive Summary.
2. Process Overview.
- 3 Main Interpretive Themes and Sub-themes
 - a. Main Interpretive Themes and rationale.
 - b. Main Sub-themes and rationale.
 - c. Interpretive story-line bubble flow diagram showing theme location in relation to historic sites, areas, and features throughout the

state, both those identified in the provided thematic chronology and those identified by the contract planning team through their research and public workshops.

4. Identify interpretive relationships between the identified locations across the state throughout all its regions.
5. Identify a range of interpretive media, both high tech and low tech, which would be appropriate to employ when considering the interpretation and programming within the broad field of site types and themes identified within the plan.
6. Identify specific thematic curriculum connections of all sites included in the plan to current Texas Essential Knowledge and Skills (TEKS).
7. Propose a projected interpretive budget, giving high, medium and low range estimates, for each site identified in the plan.
8. Provide recommendations for implementing and evaluating each element of the plan.
9. Provide multiple appendices to the Interpretive Master Plan as needed.

F. Develop, with THC staff and others, the specific objectives for the State Historic Sites network total interpretive program the overall proposed total interpretive program and/or services should include:

1. Learning Objectives
2. Behavioral Objectives
3. Emotional Objectives

G. Perform research as necessary to write and compile the Statewide Interpretive Master Plan as described in this RFP.

H. Formulate recommendations of best use of existing sites, collections, and archives to best illustrate the Periods of Significance, major themes, and educational goals outlined in the new Statewide Interpretive Master Plan.

I. Identify whether the historic sites included in the plan inventory each have enough collections/assets to illustrate the themes, subthemes, and stories which they should represent. Formulate basic recommendations for filling identified asset insufficiencies.

J. Identify future research needs necessary to implement the new Interpretive Master Plan.

K. Create a cost projection with breakdowns for the implementation of all interpretive recommendations included in the plan.

L. Develop a functional bibliography and research guide for use in the implementation of the new Statewide Interpretive Master Plan.

M. Provide twenty bound print copies of the final Interpretive Master Plan, and an electronic copy of the final document at the conclusion of the project.

Affiliation Program

The partner agencies will craft a Memorandum of Understanding (MOU) to form a working alliance and work group to work with the selected vendor to:

Create a framework and process to establish a state historic site affiliation program to include:

1. An analysis of visitation numbers and trends at comparable sites.
2. Basic market profile - who are the potential visitors, where will they be traveling from, what is the optimum duration of their site experience, gender and age variables, etc.
3. Visitor experience, desires, or focuses.
4. Seasonal visitation trends or issues applicable.
5. School group and curriculum based interpretive planning needs and issues.
6. Visitor Management Issues.
7. Evaluate the current interpretive programs and services provided by each site, including their current interpretive plan, and their learning, behavioral, and emotional objectives.
8. Based on criteria to be provided by THC, assess the capacity of each potential affiliate site to be successfully integrated into a network of sites providing quality visitor services and exceptional learning opportunities.
9. Do a risk assessment on the program and detail means to address.
10. Create a termination process for noncompliance or failure to perform as State Historic Sites.
11. Create a process for partner agencies to review and assess the quality of eligible properties.

Elements of the new Affiliates Program report must include

1. The significance of the sites: Why should people visit the sites?
2. The themes, subthemes, and stories embodied in the sites: What will people learn about or experience when they come to the site?
3. The audience: To whom should interpretation and its components be targeted?
4. Locations: At what site venues should various themes be interpreted, and how should those venues be presented to enhance the interpretive effect?

5. Collections use and evaluation, and exhibit design concepts including exterior site features and more traditional gallery approaches with projected expense estimates.
6. Media: How should the interpretive themes be presented (e.g. interpretive talks, wayside exhibits, audiovisual presentations, gallery exhibits, interactive exhibits, etc.)
7. Research: In what areas is further historic research and investigation necessary to best interpret the themes and stories of the site.
8. Future program needs and a course of training and communications.

Additional Factors

1. In the report, it is strongly encouraged to include recommendations for elements of interactivity, both high-tech and low-tech within interpretive venues at the sites.
2. It must make recommendations for the most efficient use of the entire site, site features, available interior gallery space, and site associated collections.
3. It should also recommend physical and facilities improvements to the site that will enhance the visitor experience and help build brand identity.

Facility Assessment and Prioritization of needs

The agencies responsible for the stewardship of historic resources utilize the Secretary of the Interior's Standards for the Treatment of Historic Properties. These standards will be used to calculate the appropriate means and methods to address the needs and care of the properties assessed.

1. Review facility prioritization processes currently in place.
2. Develop, with THC staff and others, the specific objectives.
3. Draft a calculated process that can assist in identifying needs and rank prioritized needs for each owner group.
4. Create a process and handbook for user groups.

Agency Supplied Materials

As part of the project, the joint agency taskforce members will provide the selected contractor the following materials and/or services for the project:

1. All statewide research materials in the files of the joint agency taskforce members such as:
 - a. National Register of Historic Places nominations.
 - b. Site files.
 - c. Additional historical and operational information in current agency files.
2. Assistance in identifying stakeholder group members, organizing meetings, providing meeting rooms and associated audio-visual needs as necessary.
3. Management of the review periods of each project deliverable, with combined comments returned to the contract team for corrections and edits.
4. Coordination with other partner agencies in scheduling.

Texas
State Historic Sites
Affiliate Status

The overall objective of the State Historic Sites Affiliation program is to align significant historic properties with the goal of having a network of properties that assist in representing the complex, diverse and dynamic history of Texas. This will provide the public increased access to historic resources, a better understanding of the state's complex history, and a complete context for the events that shaped the development of Texas. This network of sites will be branded to make it clear to the visiting public that they are connected to one another and are each integral chapters in the larger story of our state. They will share resources as much as possible, and work together to assist the State in meeting its objectives in education, heritage tourism, and revenue enhancement.

Criteria for inclusion:

1. Interpretive Significance:

- a) The property meets a critical theme or subtheme in Texas history not already represented by the Commission's existing sites or by other historic sites in the Commission's affiliate program
- b) It is listed or is eligible to be listed on the National Register of Historic Places at the statewide or national level of significance
- c) It has exceptional integrity of location including surrounding environment, design, material, setting, feeling and association
- d) It has appropriate associated collections (objects, manuscript material, artifacts, etc.)

- e) It represents the best historic asset to tell the stories related to the period/theme in an effective and compelling manner

2. Mission

- a) Has a well-defined and targeted mission in preserving its historic assets and relating themes important to Texas history
- b) Committed to public accountability
- c) Celebrates its public service role
- d) Communicates its mission clearly to the public

3. Public Standing

- a) Organization is in good standing in the community
- b) Defines its market and serves the needs of its community and stakeholders
- c) Provides good stewardship of its resources, both historical and financial, held in the public trust
- d) Has a volunteer or Friends group to assist in addressing its operational, fund raising and outreach needs

4. Governance and Organizational Structure

- a) Strategic plan crafted and approved by the governing authority
- b) Ethics policy is in place
- c) Institutional planning is a priority and is on-going
- d) Focus groups with stakeholders and public are regularly utilized
- e) Governing authority, staff and volunteers legally, ethically and effectively carry out their fiduciary responsibilities
- f) There is clear and formal separation of responsibilities between governing authority and any group supporting the organization
- g) It is financially healthy to support its long-term sustainability

5. Stewardship

- a) Collection and facility management plans are in place

- b) The organization legally, ethically and effectively manages, uses and cares for its collection
- c) Organization's research is conducted under appropriate scholarly standards
- d) Plans are in place to care for its assets
- e) Assets are utilized for the public's benefit and education

6. Educational Objectives

- a) Places education and interpretation as a central role in its operations
- b) Educational goals, philosophy and messages are aligned with its mission
- c) Has a high potential to attract and accommodate diverse and new audiences, and to be accessible to travelers as well as to the local community
- d) Understands the character and needs of its existing and potential audiences
- e) Evaluates its interpretation regularly and updates it as needed
- f) Creates a dynamic and interactive visitor experience
- g) Meets scholarly standards in the creation of exhibits and programming
- h) Uses techniques, technologies and methods to meet visitor expectations, create quality experiences, and fulfill educational objectives
- i) Presents accurate and appropriate content to the public
- j) Regularly assesses its effectiveness and uses data to improve programming

7. Marketing and Public Outreach Objectives

- a) Has defined its local market potential
- b) Developed marketing plan
- c) Are connected and active to the local trail organization
- d) Developed partnership alliances to promote the site
- e) Has a high potential to assist in adding to the local heritage tourism visitor experience and marketing initiatives
- f) Understands the visitor characteristics and needs in the market

- g) Evaluates its market, its promotional needs and uses visitor evaluations to improve programs and services.
- h) Is focused in providing and marketing the best visitor experience

8. Facility Condition and Security

- a) Complies with all applicable local, state and federal laws, codes, and regulations
- b) Has appropriate measures to ensure that the public and its assets are safe and secure
- c) Has an effective plan for the care and stewardship of its assets
- d) The facility is clean and well maintained to provide the best visitor experience
- e) Has appropriate historic preservation standards defined and in place

9. Management

- a) Strives to be inclusive and offers opportunities for a diverse public participation and workforce
- b) Provides the public an access to its resources held in trust
- c) The management hierarchy is well structured and clearly defines the chain of command
- d) All aspects of its operations are focused on meeting its mission
- e) Composition, qualifications and diversity of leadership, staff and volunteers are actively encouraged and in place
- f) Operates in a fiscally and fiduciarily responsible manner

Visitor Experience Assessment

As part of the assessment of potential properties to the State Historic Sites affiliation program the following items are reviewed:

A. Visitor Arrival

- I. Road and highway signage strategically located

- II. Adequate and accessible parking provided
- III. Site wayfinding signage is in place
- IV. Posted hours of operations
- V. Adequate and accessible entrance and admissions areas

B. Customer Service

- I. Visitor greeted and welcomed
- II. Staff clearly identified/recognized
- III. Staff well trained and looking to address visitor's needs
- IV. Clear overview of site's purpose/meaning, role in Texas history and concise menu of visitor experience options
- V. Program engaging, planned to meet the needs of a wide variety of age groups and learning styles, with good public reviews
- VI. Staff well versed in site's history and area's heritage tourism opportunities
- VII. Customer feedback on social media is positive

C. Visitor Amenities

- I. Adequate and clean public restroom/s provided
- II. Retail space merchandized and well stocked
- III. Visitor seating provided and well located as appropriate throughout the site
- IV. Site well maintained and well cared for
- V. Adequate space for proper visitor orientation
- VI. Appropriate accommodations to meet accessibility standards in facilities, interpretive media, and programs
- VII. Information available on local heritage tourism and other attractions

ATTACHMENT #6

Themes and Subthemes:

Defining the most basic Themes and Subthemes- in Texas history and connecting those with the existing inventory of Historic Sites is a vital part of the Historic Properties Collection Plan.

Texas History				
Themes	Sub-themes	Date Range	THC/TPWD Properties/Projects	Gaps
Paleo Indian		13,000 BC to 6000 BC	Caprock Canyon SP	
Archaic		6000 BC to 900 AD	Seminole Canyon SP	
Late Prehistoric		900 to 1519	Caddo Mounds Hueco Tanks SHS	
European Exploration				
	Spanish			X
	French		<i>La Belle</i>	
	Native American-European cultural interactions			X
Spanish Rule		1680-1821		
	Camino Real		Caddo Mounds	
	East Missions		Mission Dolores	
	West Missions			X
	South Missions		Goliad SP	
	Pueblo revolt resulting in the founding of the Missions south of El Paso to serve the Native Tribes who refugee from New Mexico	1680		X

	Military Presidios			X
	City Building			X
	Ranching			X
	Farming			X
	Spanish royal government			X
	Bonaparte rule			X
	Spain's mercantile economy			X
	Indigenous Cultures under Spanish Rule		Mission Dolores	
	American Explorations	1806-1820	Caddo Mounds	
Mexican Rule		1821-1835		
	American colonization		San Felipe de Austin	
	Mexican government (centralist vs federalist)		Zaragoza Birthplace	
	1 st Texas Republic, Fredonian			X
	Land policy Empresarios		San Felipe de Austin, Varner-Hogg Planation	
	Slavery under Mexican Rule			X
Texas Revolution		1836		
	Texan and Tejano Identity		Casa Navarro, Acton	

	Tejano Revolutionary Movement		San Felipe Washington on the Brazos	
	Mexican military presence			X
	Battles		San Felipe de Austin, Fannin Battleground, Goliad SP, Monument Hill, San Jacinto Battleground SP	
	Mexican national and governmental perspective on the Texan rebellion		Lipantitlan SHS	
Republic of Texas		1836-1845		
	Nation building		Casa Navarro	
	International relations		French Legation	
	Education policy			X
	Indian policy		Fort Parker SP	
	Slavery during the Republic Era		Varner-Hogg Plantation	
	Mercantile and Commercial Development		Fort Leaton SHS, Barrington Living History Farms	
Republic of the Rio Grande		1839-1840		X
US Statehood		1846-1860		
	Mexican War			X
	Plantation development and slavery-based agriculture		Varner-Hogg and Levi Jordan Plantations, McKinney Falls SP	

	Increased American migration to Texas/land company contracts			X
	European ethnic group immigration		Landmark Inn, Kreische Brewery SHS (additional sites/sites needed to represent larger German and Czech presence)	
	Mercantile and Commercial Development		Landmark Inn, Fanthorp Inn SHS, Hueco Tanks SHS	
	Agricultural development		Sauer-Beckmann Farmstead, Penn Farm, Cedar Hill SP	
	Compromise of 1850			X
	Western Frontier Indian Wars		Fort McKavett, Fort Lancaster	
	Native American removal and Texas Reservations system	1854-1859		X
	Beginnings of lighthouse construction along the Texas coast (examples (still extant- Port Isabel 1852, Aransas Pass Light 1857, Half Moon Reef Light 1858, Point Bolivar 1872, Matagorda Island Light 1873))		Port Isabel Lighthouse SHS	
Secession and Civil War		1860-1865		
	Department of Texas			X

	Battles		Sabine Pass Battleground	
	Union Occupation			X
	Internal disputes over Secession and Abolition			X
Reconstruction		1870-1880		
	Frontier Forts reestablished/Indian Wars		Fort Griffin, Fort McKavett, Fort Lancaster, Fort Richardson	
	Red River Wars	1874-75	Palo Duro Canyon SP	
	Freedman's Bureau			X
	Rise of organized Freedman's Towns in Texas			X
	African-American higher education development (Tillotson College (late 1870s), Wiley College (1873), and Prairie View A&M (1876), Huston College (mid-1890s))			X
	Texas Convict Lease System	(1876-1914)		X
	Rise of racially motivated hate groups (Ku Klux Klan, the Knights of the Rising Sun and the <u>Knights of the White Camellia</u>)			X

	Railroads			X
	Texas Rangers			X
	Rise of the cattle industry		Fort Griffin, Palo Duro SP	
	Political Influence		Sam Bell Maxey	
	Freight		Landmark Inn (Further sites could tie the freight theme	
			to the railroad theme better.)	
	Reconciliation		CRG	
	Border Trade		Magoffin Home	
	Increasing influence of the railroads on commerce and travel			X
Gilded Age		1880-1900		
	City Building			X
	Land Development		Starr Family Home	
	Ranching		Fulton Mansion peripherally represents this story	
	Fishing/Maritime development			X
	Banking			X
	Railroads		Eisenhower Birthplace peripherally represents this story	

	Chinese migration and Chinese Exclusion Law	1870-1900		X
	Natural Resource Development			X
	Commercial Development and Trade		Magoffin Home, Landmark Inn (an additional site stressing the vital role of the Jewish Community should be added here.)	

	<p>Start of Progressive Farm Movement Organizations</p> <p>Example: 1, Founding of The Independent Colored Farmer's Alliance and Cooperative Union organized in Houston in 1886, leading to the organization of a national farmers' political party called the People's Party of America.</p> <p>Example 2: Texas A&M sponsored the organization of a Texas Farmers' Congress, which met annually on the campus between 1898 and 1915. The congress sponsored a Farm Boys' and Girls' Progressive League in 1903, which became the predecessor of the 4-H Club)</p>			X
Industrialization		1900-1929		
	<p>Texas Women's Suffrage Movement (<u>Texas Equal Suffrage Association, Joint Legislative Council</u>)</p>			X
	Oil Industry		Varner-Hogg and CRG peripherally represent this story	

	Timber Industry			X
	Commercial Shipping Improvements (examples: Houston Ship Channel development, 1910 and Intercoastal Waterway Development 1920-1950s)			X
	Manufacturing Example: Helium production in the Texas Panhandle, with several private factories and Bureau of Mines plants, and one large facility in Fort Worth,			X
	Mexican Revolution- Border Conflicts and Migration	1910-1917		X
World War I		1915-1919	Battleship Texas SHS	
Roaring 20's		1920-1928		
	Prohibition			X
	Mexican Revolution			X
	Influenza			X
	Race relations and Texas in the Jim Crow Era			X

	Rosenwald Schools for African American Students	1920-1932		X
	Resurgence of the Second Ku Klux Klan and other racial and ethnically focused hate groups	1915- 1950		X
	Organized City Planning to reinforce segregation (example: City of Austin Plan, 1928)			X
	Texas State Prison Farms System	(1921present)		X
	Expansion of the Progressive Farm Movement (through founding of the American Farm Bureau Federation, the Farm Labor Union, The Texas Farm Bureau Federation, and The Farm Labor Union.)			X
Great Depression		1929-1939		
	New Deal			X
	WPA/CCC		Indian Lodge, Mission Tejas, Mother Neff SP	
	Dust Bowl			X

	Rise of Mexican migrant farmworker movements (examples: the founding of The League of Latin American Citizens in 1929, and the Bracero program of 1942)			X
	Texas State Republic Centennial Celebrations		Fort Griffin, Sabine Pass, San Felipe de Austin	
World War II		1940-1945		
	Pacific Theater		National Museum of the Pacific War	
	European Theater		Eisenhower Birthplace, Battleship Texas SHS	
	Home Front			X
	Coastal Defense		Sabine Pass peripherally represent this story	

	<p>Aviation Development in Texas</p> <p>Military (WWI- nine Air Training Fields in Texas, WWII- 46 US Air Force bases in Texas, Present- 6 current US Air Force Bases in Texas)</p> <p>Commercial (rise of Texas International Airlines Inc./Trans-Texas Airways, Braniff Airlines, Southwest Airlines; Lockheed Martin Corporation, Bell Helicopter, and the development of multiple International Airports within the state)</p>			X
	Internment Camps			X
	POW camps			X
	General Eisenhower		Eisenhower Birthplace	
Post War		1946-1959		
	School Desegregation			X
	Post War Design			X
	Metropolitan growth and urban development			X

	Texas Rock and Roll			X
	Technology Industry growth			X
	Texas Political Influence		Sam Rayburn House	
	Korean War			X
	Interstate Highway			X
Space Age		1960-1970		
	NASA			X
	Civil Rights Movement and associated organizations			X
	Raza Unida Party-Chicano Movement			X
	Black Power Movement			X
	Rise of LGBT Community Activism			X
	JFK Administration			X
	LBJ Administration		Sam Rayburn House	
	Cold War			X
	Vietnam War			X
	Vietnamese and Southeast Asian immigration to Texas	(following the collapse of the Saigon Regime between 1975-1980)		X

	Texas and the rise of modern technologies			X
	Texas Film Industry in the 20 th Century			X
	Texas Music industry			X

As sites of potential historic importance are considered, special care should be taken to include examples which represent the various creative movements like-

- **Artistic** (Examples: The Texas Nine 1930s-40s, Lone Star Regionalism 1930s- present, Chicano Mural Movement 1930s-present, Chicano Art Networks 1980s-90s, Texas Impressionism 1885-1935, PWAP & Federal Arts Project, Texas Post Office Art Movement 1930s, The Hall of Negro Life at the Texas Centennial Celebration 1936-1940, Painted Churches of Texas),
- **Craftsmanship**, (Examples: German Furniture Makers mid- to late 19th Century, African American Potters, Texas Blacksmiths (various cultural and ethnic groups), Texas quilters (various cultural and ethnic groups),
- **Musical** (Examples: African American influences through Ragtime, Blues, Jazz, Boogie-Woogie, Gospel; Hispanic/Tejano influences through Conjunto, Musica Nortena, Corridos, Mariachi, Rancheria; German/Czech/Polish/Other European influences through waltz, polka, schottische, Adelsverein, Saengerbund, additional traditional folk-styles; Anglo influences through Country and Western, Texas Swing, Two-Step, Honky-Tonk, Cowboy Ballads; Development of Texas Music Festivals- South By Southwest, Austin City Limits Live, etc.),
- **Literary**- (Chicano Literary Renaissance 1965-present, Western/Cowboy/Historical Fiction, Early Texas Diarists, etc.)

Focus should be on historic sites related to movements which originate in Texas or have great impact on the broad scope of Texas History, taking care to assure representation of the influences provided by the various cultural and ethnic groups which make up the state’s population now and in its past. **(It would be hard to tie them to dates in the chart above as few creative movements or styles have hard and fast start or end dates)**

The plan identifies properties already within the Texas Historical Commission’s State Historic Sites collection. It also identifies which themes are not currently represented by THC sites. To the extent feasible, based on the themes expressed in this plan, all sites under consideration should be as evenly distributed throughout the various regions of the state as possible.

TEXAS HISTORICAL COMMISSION

**State Joint Curatorial Facility
Feasibility Report**

December 2018

State Joint Curatorial Facility Feasibility Report

Historic Sites Division Staff:

Joseph Bell, Deputy Executive Director for State Historic Sites

Laura DeNormandie, Chief Curator

Glenn Reed, Chief Architect

Ellen Colfax, Staff Architect

December 2018

Texas Historical Commission
P.O. Box 12276
Austin, TX 78711

Contents

EXECUTIVE SUMMARY.....	2
REPORT METHODOLOGY	3
DESIGN CONSIDERATIONS	5
DATA ANALYSIS AND RECOMMENDATIONS.....	8
SPACE REQUIREMENTS	12
Leasing versus Building.....	12
Facility Management	13
Financing Options.....	14
JOINT AGENCY COLLECTION STORAGE FACILITY RECOMMENDATIONS.....	15
APPENDICES	16
Appendix A – Joint Collection Storage Facility Data Sheet.....	17
Appendix B – Texas Facilities Commission Project Cost Estimate	18
Appendix C – Meeting Minutes October 16, 2018.....	19
Appendix D – Meeting Minutes November 7, 2018.....	25
Appendix E – Meeting Minutes November 29, 2018	31

EXECUTIVE SUMMARY

The stewardship of the people of Texas' cultural resources is an important responsibility assigned to five partner agencies working together to study the need for a joint agency collection storage facility.

Currently, several facilities are operated by each agency to address the responsibility. Two of those facilities are leased from private owners and one is owned by the state. In response to the Sunset Advisory Commission recommendation, the agencies have been meeting to review potential locations and detail the current and future needs of a jointly operated facility.

This report is the result of an important collaboration among five partner state agencies that share the stewardship of cultural collections owned by the state of Texas. The Sunset Advisory Commission recommended that the Texas Historical Commission (THC) meet with representatives from four other cultural agencies including the Texas General Land Office (GLO); the Texas State Library and Archives Commission (TSLAC); the Texas State Preservation Board (SPB), the Texas Parks and Wildlife Department (TPWD) and the Friends of the Governor's Mansion.

Professional collections staff employed by each agency preserve archival, archeological, architectural, decorative and fine arts collections in state-owned and leased facilities in and around Austin. Over the decades, these collections facilities have evolved due to varying missions and infrastructure and each agency manages unique collections originating from throughout the state. As many of these collections facilities steward similar collections, the Sunset Advisory Commission specified the review of current and future cultural collections needs that would guide the location, construction and/or acquisition of a jointly-operated curatorial storage facility. It is important to note here that earlier this year the Sunset Advisory Commission, in its recommendations for TSLAC, directed TSLAC to work with various agencies "to explore options for new curatorial space at TSLAC's Shoal Creek location." (Sunset Advisory Commission Staff Report with Commission Recommendations, Texas State Library and Archives Commission, pg. A3)

As part of the analysis, with the assistance of the Texas Facilities Commission (TFC), the group compared the cost of four options:

- Leasing warehouse space and renovating that building through a build-to-suit arrangement.
- Purchasing and renovating an existing building.
- Renovating a state-owned facility.

- Constructing a new facility on state property.

As an additional point of reference, the group reviewed the recently opened Wisconsin State Archive Preservation Facility. This facility serves three state agencies and is jointly operated under an interagency agreement. As such, the Wisconsin facility is a comparable and promising model for consideration.

Analysis confirmed and identified several areas of overlapping need. Parameters considered included collections type, proximity of the property to the partnering agencies' public service points, and travel time for product turn-around and agency staff access. The analysis suggests that the best investment of public funds would be to expand on land of the existing state-owned facility located at 4400 Shoal Creek Boulevard in Austin. With this approach, existing facilities would not be duplicated within the same structure and public funds would be invested in public assets.

The cost to provide a new 236,210 square foot state-of-the-art joint agency collection storage facility would be \$59,803,629, with a required operational budget to include three FTE (Building Manager and two Plant Mechanics) at \$200,000 annually to oversee building functions. In addition, annual operational needs (building maintenance, utilities and services) would cost \$1,138,532 (\$4.82/square foot). A future operational agreement would be put in place to enable each partnering agency to assign a management team to oversee the daily facility operations, craft annual work plans, and direct the building maintenance team. The total cost of the facility includes \$2,500,000 to move collections to the new facility and \$12,200,000 for furniture, fixtures and equipment (FFE).

REPORT METHODOLOGY

This report responds to portions of Recommendations 2.4 and 2.5 of the Sunset Advisory Commission report dated June 2018, concerning the care and storage of held-in-trust collections managed by the Texas Historical Commission.

Rec. 2.4, Adopted as Modified

Direct THC and TPWD to work with TFC to explore options for a joint curatorial facility to serve the needs of the state's historic site collections. In addition, the Commission added a modification to direct THC and TPWD to consult with the SPB, GLO, and TSLAC to identify and consider each agency's additional storage needs when exploring long-term solutions for a joint curatorial facility to serve the state's needs. Also, specify that the agencies should also work together to create a master inventory of the state's curatorial collections.

Rec 2.5, Adopted

Direct THC and TPWD to develop an MOU to limit duplication in management of historic sites related to curatorial storage facilities, procurement and contracting, and preservation and interpretation.

In response to these recommendations, Historic Sites Division staff of the Texas Historical Commission assembled a committee of representatives from each agency and conducted meetings to gather information and data concerning a multi-agency joint curatorial storage facility. Full minutes for the meetings are provided in the appendices of this document. The meeting timeline was as follows:

September 13, 2018	Initial contact with representatives of TPWD, SPB, GLO and TSLAC
October 16, 2018	Meeting with partner agencies at THC Curatorial Facility for Artifact Research, 9013 Tuscan Way, in Austin.
November 7, 2018	Meeting with partner agencies at TSLAC State Records Center, 4400 Shoal Creek Blvd, in Austin including initial participation of TFC
November 29, 2018	Meeting with partner agencies at TPWD's Austin Headquarters. The group also visited TPWD's records center at 4044 Promontory Point in Austin
December 3, 2018	Draft report distributed for review
December 7, 2018	Draft Final report distributed for review

The goal of these meetings was to ascertain how each of the partner agencies is currently storing its collections and they are positioned to continue to care for these collections in the future. A summary of this data is in Appendix D of this document and includes:

1. Size, location and condition of existing curatorial storage facilities
2. Lease, operating, and maintenance costs incurred by each agency
3. Projected growth rate of held-in-trust collections for each agency
4. Database platforms tied to collection types for each agency
5. Environmental and security needs tied to collection types for each agency
6. Current and projected staffing needs for each agency

DESIGN CONSIDERATIONS

Once this information was compiled, common needs and functions among agencies became apparent, leading to the conclusion that a joint facility could indeed be a practical and financially sustainable solution. Conclusions from the initial survey and analysis included:

1. Most collections are stored in state-owned facilities. Only THC and TPWD currently lease curatorial storage space, which in both cases is remote from the agencies' headquarters. The real estate market in Austin, Texas has been very strong for the past five years and forecasts show continued growth and price pressures. The purchase of land in Austin for the construction of a new curatorial storage facility would add significantly to the overall cost of the endeavor. Hence, the location analysis for the potential new facility focused on land that is already in State ownership. It is significant to note that both THC and TPWD invested considerable funds to adapt generic, commercial warehouse structures to serve curatorial storage needs. This is an imperfect solution in that the physical characteristics of existing buildings of this type are not well suited to maintaining strictly controlled interior environmental conditions.
2. All agencies' collections are expected to remain in the Austin area, except for Alamo collections overseen by the GLO.
3. Each collection type requires specific climate conditions. THC and TPWD have the greatest similarity in collection types (archeological artifacts and records, historic furnishings, paintings, silver, ceramics, and archives.) These collections' origins are the same, as they were all once overseen and managed by TPWD. The environmental needs required for the long-term preservation of THC and TPWD's collections are compatible with those required for the archival collections held by TSLAC. The climate ranges specified (please see the chart below) are supportable within a single building.

Environmental Needs Tied to Collections Type		TPWD	THC	TSLAC	GLO	SPB
Archeological	60°F/35% RH	X	X		X	X
Paper-based collections	35-65°F/35-50% RH	X	X	X	X	X
Historic Furnishings and textiles	65-68°F, 45-55% RH	X	X	X	X	X
Electronic materials	50°F /35% RH	X	X	X		

4. A benefit of constructing a joint facility is the economy resulting from shared common and specialized spaces. The analysis found that agencies had several short and long-term collection preservation programs in common (please see chart below).

Programming needs for shared-use spaces in the new facility	TPWD	THC	TSLAC	GLO	SPB
Conservation/Processing Lab	X	X	X		
Digitization Lab	X	X	X	X	
Conference/Training area	X	X	X	X	
Exhibit crate storage					X
Cold Storage	X	X	X		
Standing freezer	X	X	X	X	X
Loading dock, cargo bay	X	X	X	X	X
Emergency back-up power supply for HVAC, lighting, alarms	X	X	X	X	X

5. All agencies anticipate increasing space needs over time. The construction of the new facility would allow for 20-year growth to support future needs. Any available banked space would provide a potential revenue opportunity to support the building's operations in the short term.
6. It is not economically practical for TSLAC to vacate the State Records Center on Shoal Creek Boulevard. It is a state-owned facility, and the massive volume of collections held at this location make it an expensive space to duplicate. Like THC, TSLAC is currently under Sunset Advisory Commission review and is open to joint agency collection storage solutions.
7. The five agencies are running six different database platforms that catalog the collections. This is because the collection types represented are distinct – each with their own nomenclature, disciplinary method, and research goals. The distinctiveness of each database structure would make it a real challenge to merge into one master inventory representing all the state's collections. Such a product would be custom-made and proprietary and would require significant design and development based on defined internal or external customer use. There may be an opportunity in the future to reassess the need for such an inventory once a joint collection facility is in place.
8. THC is working cooperatively with the GLO and the Friends of the Governor's Mansion to address the future needs of many developing projects from the organizations. Staff have worked

to estimate and calculate the potential space and stewardship needs that may result from these projects. Planning for future project needs is ongoing and having available space to respond effectively and efficiently to them will save the State money.

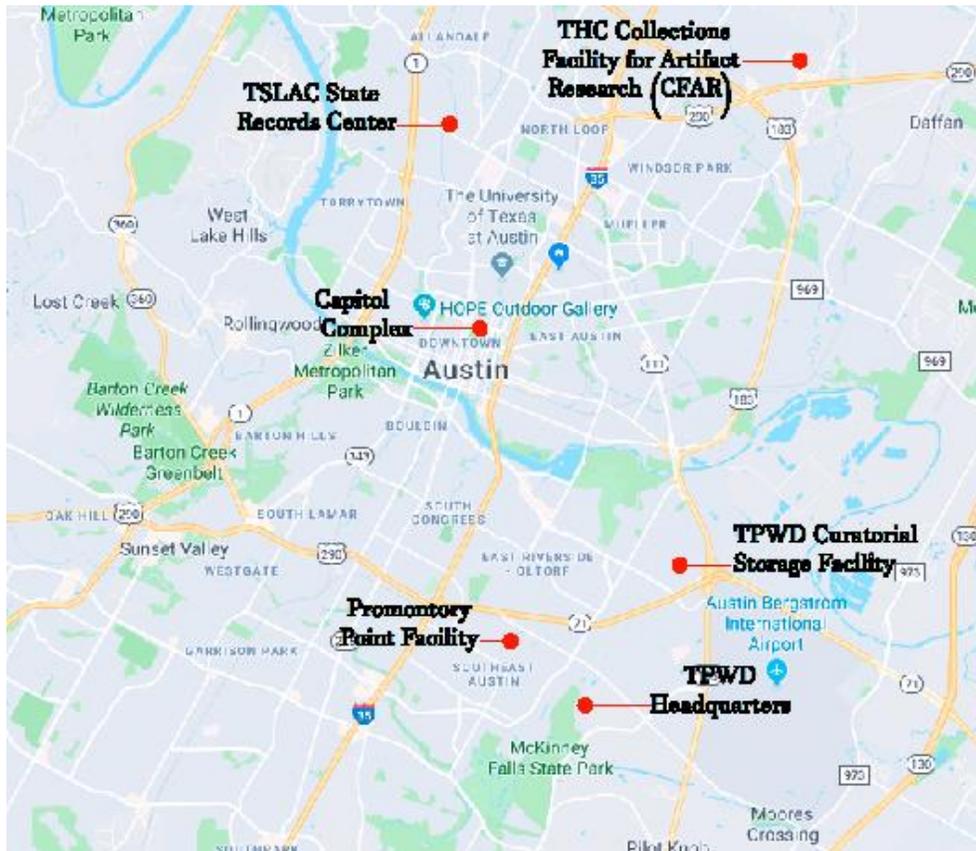
Based on the conclusions above, it is clear that the THC, TPWD, GLO, SPB and TSLAC would benefit from participating in the development of a joint collection storage facility. Collection types from these agencies range from historic documents to furnishings to archeological artifacts. While different types of collections have different requirements for humidity, temperature, light, security, fire protection, and public access, these needs can be accommodated within a single structure. Specific environmental conditions will be assigned square footage during the building design process.

DATA ANALYSIS AND RECOMMENDATIONS

Location

The overall objective reviewed was to identify each partnering agencies' public service needs and requirements. Three agencies (SPB, TSLAC and GLO) are centered in Austin with a dedicated customer base while TPWD and THC have a broader statewide service area with site staff. TSLAC and GLO have the most active public service requirement, followed by the public service needs of the State Preservation Board that include support for collections and exhibits at the Texas Capitol, the Texas Governor's Mansion and the Bob Bullock Texas State History Museum. TPWD and THC's Austin collections storage facilities are not public-facing collections but have internal customer needs supporting a statewide exhibit and interpretive program. TSLAC receives and delivers documents to state agencies located throughout Austin. The public service turnaround time to and from the proposed facility is an important factor.

Working with the partner agencies and TFC, THC identified three state-owned sites where a new facility could be constructed. The map below indicates these locations along with the locations of existing facilities.



TSLAC State Records Center, 4400 Shoal Creek Boulevard, Austin

This 13-acre site is currently owned by the Texas State Library and Archives Commission and contains archival and non-archival collections. This relatively flat site contains sufficient open space to accommodate the construction of a new facility of the proposed size. The addition of a wider variety of curatorial functions to the existing site would not conflict with the care of the existing collections or the use of the site.

- Pros:
- Property is owned by the State
 - Very good proximity to four of the five agencies' central offices
 - Over 72,000 square feet of records storage space is in place and would not need to be replicated
- Cons:
- Located in an established residential neighborhood
 - Public outreach and coordination would be required, adding time to the project
 - Not on a main arterial road, located on a secondary collector street

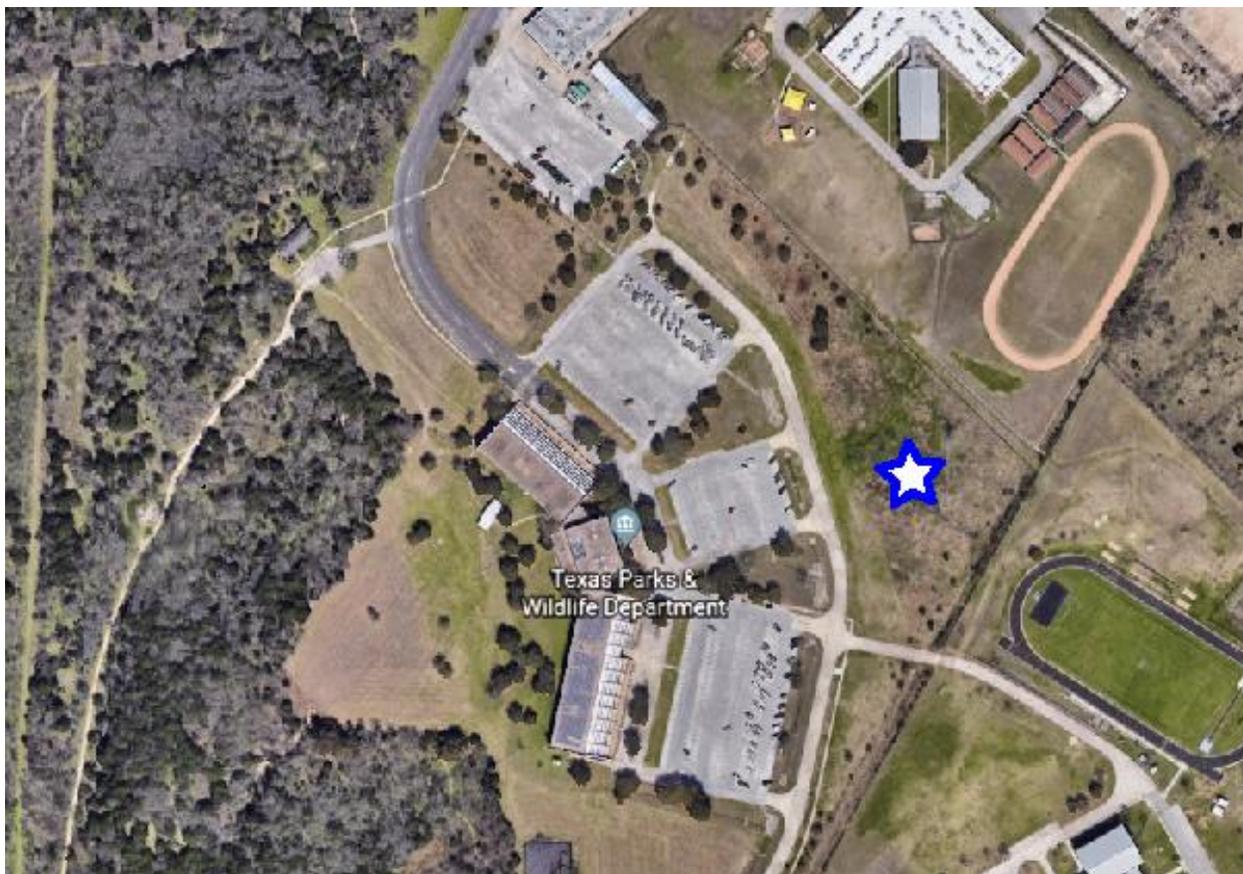


Texas Parks and Wildlife Headquarters, 4200 Smith School Road, Austin

This site currently hosts the TPWD Austin headquarters in three connected buildings. There is sufficient open space and available site utilities to accommodate a new facility. Because the site is located within the boundaries of a State Park, additional approval procedures would be required in order to construct a facility here.

- Pros:
- Property is owned by the State
 - Located within the campus of TPWD, which could provide active security monitoring
 - Vacant land available for construction

- Cons:
- Would require replicating TSLAC storage space
 - Higher construction costs to construct a 236,210 square foot structure



4044 Promontory Point Drive, Austin

The property is a former industrial site that is now being used by several state agencies for a variety of storage uses. Approximately 4 acres is available for construction, which is not sufficient to accommodate a facility of the size needed.

- Pros:
- Property is owned by the State
 - Located in a commercial/light industrial area
 - Good ground transportation connections

- Cons:
- Would require replicating the TSLAC storage space
 - Commercial use in the area is not compatible to collection storage use
 - Higher construction cost with the addition of demolition costs, increasing total budget



SPACE REQUIREMENTS

The most active growth need is from Texas State Library and Archives Commission. A report dated August 25, 2016 evaluated several options including the expansion of the facility on Shoal Creek Boulevard. The other agencies have assessed their needs in the context of this analysis.

Based on all agencies' data, approximately 205,400 square feet of space is needed to accommodate existing collections and anticipated future growth. To address unknown factors, future growth and future expansion of public programming, a 15% space contingency would be included, bringing the total facility size to approximately 236,210 square feet. Partner agencies growth space not presently utilized would be offered to other cultural institutions, with the resulting rental income helping to offset the project cost.

Leasing versus Building

Leasing

There are limited existing facilities available for lease in the Austin market that could be renovated to meet the agencies' curatorial needs. Two properties were identified that meet the size requirements, with an average annual lease rate of \$15.00 per square foot or \$3,543,150 per year.

A second leasing option would be to work with a developer to construct a new facility and then enter a long-term lease allowing the developer to recover their investment. In either of the scenarios described, the tenant finish needs for a curatorial facility would require a significant investment of State funds to meet the operational needs of the agencies. The environmental systems required to maintain a climate appropriate for the range of collections represented would require special consideration within any private lease.

The following analysis compares leasing versus building a 236,210 square foot collection storage facility that meets the needs of the State over a 20-year period:

Currently the THC is paying \$1.25 per square foot per month for its leased facility. Using that amount as a basis, a 236,210 square foot facility at \$1.25 per square foot equals a monthly rate of \$295,263. This total yields an annual rental fee of \$3,543,150. Over a 20-year period, that totals \$70,863,000 in lease cost. This total does not include required tenant finish and equipment needs that could total an additional \$10,000,000, nor any inflationary increase over the 20-year period.

Constructing a New Building or Adding to an Existing Facility

The option of constructing a new building was reviewed at two locations: the TPWD campus and the Promontory Point site. Based on data received from the TFC, constructing a new 236,210 square foot facility at \$208.88 per square foot would require a budget of \$49,339,545; professional fees of 17.8% at \$8,782,439; \$3,800,000 for moving; \$14,200,000 for FF&E; and a 6% contingency of \$3,812,400 for a total of \$79,934,384. Refer to TFC cost estimate attached as Appendix B.

The existing TSLAC Shoal Creek location contains 102,000 square feet of space, housing the State Records Center and Talking Book Program Circulation warehouse. Of the total amount of space, 72,000 is dedicated to archival record center as noted in the table. There is space to build an addition to meet the needs of a joint collection storage facility. One benefit of this approach is that the existing facility would allow continuity in operations without a shutdown to move. It would also help contain moving, relocation and construction costs. To meet the need for a 236,210 square foot facility, an additional 164,210 square feet would be needed to accommodate all agencies. At \$208.88 per square foot, the construction amount totals \$34,300,185; professional fees at 17.8% of \$6,105,433; plus \$2,500,000 for moving; and \$12,200,000 for FFE for a subtotal of \$55,105,618. An additional allowance of \$25 per square foot would be budgeted to renovate existing spaces, update systems and connect systems between the new and existing structures. This provides a budget of \$1,800,000. A total contingency of 6% on construction and FFE is \$2,898,011. A total of \$59,803,629 would need to be budgeted for this project approach. This represents the most efficient and responsible use of State funds.

Costs for these different approaches over 20 years are summarized below:

Leased space*	\$70,863,000 - \$80,863,000
New construction	\$79,934,384
Addition to existing facility	\$59,803,629

*Inflation cost escalation not calculated.

Facility Management

The management of a jointly operated facility would be based on an operational agreement. The committee has reviewed the operational agreement in place with the three agencies that oversee the management of the Wisconsin Historical Society's State Archives Preservation Facility. The Wisconsin model serves as an example for the Texas partners in structuring an operational structure and agreement.

It is estimated that three FTE, including a building manger and two plant mechanics, would be needed for the management of the facility, which would have an annual operating budget of \$1,338,489 including personnel cost. The annual estimated cost to operate the facility is approximately \$4.82 per square foot. The operational cost would be shared among the partner agencies based on square footage dedicated to their operations. The following annual appropriations would be required:

Agency	Percentage of space occupied	Share of annual operating cost
TSLAC	64.3%	\$ 860,648
TPWD*	13.6%	\$ 182,035
THC/GLO partnership	4.8%	\$ 64,247
THC*	11.5%	\$ 153,927
SPB	5.8%	\$ 77,632
Total	100%	\$1,338,489

*Currently, THC and TPWD are each paying over \$150,000 annually for lease payments for a total of approximately \$300,000. This does not include the operational costs to maintain the leased properties.

Financing Options

There are, at a minimum, four possible financing approaches:

Lease: This would require a long-term lease with private developer and a significant investment in a non-state-owned facility to meet the required environmental requirements.

Lease purchase: This would require a private developer to build a facility specifically suited to address the State's needs with a long-term lease structured to pay off the facility over a term while most likely requiring an investment in the property by the State over the term to stay current with code and systems aging.

Bond: The facility could be financed utilizing a bond with a defined term and interest over time.

General Revenue appropriation: This would be a one-time investment of State funds to meet the need and eliminate any interest payment required with a bond.

JOINT AGENCY COLLECTION STORAGE FACILITY RECOMMENDATIONS

Based on the analysis of the three potential locations, the most cost-effective project approach is to construct an addition at TSLAC's Shoal Creek facility to address the collection, record and archival storage needs of the State. This is the best investment of public funds. The existing space would not have to be duplicated within a new structure and the project would further improve an existing public asset. It also would maintain the needed public service delivery timeframe (main public service facility and the storage facility) with good turnaround times for material delivery with the most efficient travel times.

Next Steps

The joint collection facility would require approval from each agency's governing authority. Governing authority review and approval of the project could be scheduled as follows:

Texas State Library and Archives Commission	February 1, 2019
Texas Parks and Wildlife Department	January 23 and 24, 2019
State Preservation Board	January 8, 2019
Texas General Land Office	January 2019
Texas Historical Commission	January 24 and 25, 2019

APPENDICES

Appendix A – Joint Collection Storage Facility Data Sheet

	Texas Parks and Wildlife			Texas State Library and Archives Commission			General Land Office		State Preservation Board	Texas Historical Commission		Total
Existing facility name and location	Airport Commerce Park, Austin	Battleship TEXAS	TPWD Records Facility	Lorenzo de Zavala State Archives and Library Building	State Records Center (SRC) 4400 Shoal Creek, Austin	Stephen F. Austin State Office Building, 1700 N. Congress Ave., Austin	Alamo Annex, Alamo Complex, San Antonio	The Texas Capitol collections including the Texas Capitol, Texas Governor's Mansion, Texas State History Museum	Curatorial Facility for Artifact Research (CFAR) 9013 Tuscany Way, Suite 105, Austin, TX 78756	Wheelless Lab (Archeology division)		
Owned or leased	Leased	Owned	Owned	Owned	Owned	Owned	Owned	Owned	Leased	Owned		
End of lease term	2/28/23	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2023	n/a		
Annual operating budget for existing space (operating, lease, security monitoring, insurance and maintenance)	\$175,587 (total amount of lease)	\$15,225	n/a	TSLAC is a tenant of TFC, associated costs are included in SWCAP.	\$425,000	n/a	n/a	30,000	FF 2018: \$243,060	n/a		
Collection types	Archeological collections, interpretive collections, CCC Furniture collection.	Battleship TEXAS furnishings, interpretive collections	Paper in boxes, microforms, physical digital media (magnetic tapes, offline servers).	Permanent, historical records and library materials. Paper formats including loose documents in boxes; bound volumes of various sizes; maps, drawings, prints and photographs. Audio and video collections including VHS, Betamax, reel to reel and other film formats; cassette, CD, slides, lacquer disc, phonographic records, and other audio formats; various non-paper photographic formats including negatives, glass plates, tin types, Ambrotypes, Daguerreotypes; microforms; artifacts and artwork.	Paper in 1.2 cubic ft boxes, microforms, physical digital media (magnetic tapes, offline servers). All collections are intellectual custody of originating agency maintained and serviced by TSLAC staff.	GLO archival records, 1720-Present, Map collection, 1560-Present; GLO inactive records, according to state retention schedule	Donated and purchased collections having to do with the Alamo, 1905-present	Historic objects, architectural artifacts, reproduction carpet, archeology, paper-based records	Permanent THC (Historic Site Division, Archeology Division, Texas Governor's Mansion) collections including archeological collections and records, decorative and fine arts collections and their records, archives collections mantles, and architectural type collections.	THC Archeology Division Archeological artifact collections and records.		
Database platform	Access, SP Historical Sites Portfolio for Images	Re-Discovery: Proficio, Access		ArchivesSpace, SirsiDymx, and a number of MS Access databases	ArchivesSpace, SirsiDymx, and a number of MS Access databases	Access, Archivist's toolkit (ultimately Archives Space).	PassPerfect	Under review - planning to select in 1-2 years	Re-Discovery Proficio, Access	Multiple Access databases		
Existing Collection name	TPWD collections are site-specific and span several state properties	Battleship TEXAS	TPWD Records facility	Archival collection	Non-archival	Archival	Alamo Artifact Collections	Capitol Square collections	HSD collections are site-specific and span 22 state historic sites and the Texas Governor's Mansion	Archeological artifact collections		
Existing collection storage (SF)	10,463	6,200	5,000	40,222	72,000	9,352	19,996	3,800	10,004	360		177,397
Future collection and program growth rate	Do not anticipate any increase	Anticipate a 5% increase per year.	Do not anticipate any increase	Very soon to be at capacity (limited expansion possibilities)	5 year window, 20,000 SF, 10-25 year window an additional 60,000	Do not anticipate any increase	10 years; anticipate several large donations over period	12,000 SF	2-5 year window 2,240 SF for storage, lab, office.	2,500 SF (for Labelle/1557 collections) and research lab space		
Space to be provided in proposed facility	10,500	12,400	5,000	0	132,000	0	10,000	12,000	21,000	2,500		205,400
Environmental needs tied to collection type	Archeological artifact collections: 60F/35%RH, Paper-based collections: 35-65F/30-50% RH, Historic (mainly wooden) furnishings and textiles: 65-68F, 45-55%RH, Air filtration system, Must have emergency, back-up controls on HVAC and lighting. Alarms; walk-in freezer box for collections IPM and collections emergency response.	Paper-based collections: 35-65F/30-50% RH, Historic furnishings and textiles: 65-68F, 45-55%RH, Air filtration system, Must have emergency, back-up controls on HVAC and lighting. Alarms; walk-in freezer box for collections IPM and collections emergency response.	Limited-access storage for paper-based materials: 65 F/35-45 % RH maximum	Limited-access storage for paper-based materials: 65 F/35-45 % RH maximum, Long-term cold storage for paper and some electronic materials: 50F/35% RH, film and photographic storage: 36F-40F/50% RH maximum. Air filtration system, lighting: 19-46 foot candles (200-400 lux), filtered to reduce UV by 95-98%, Low IR (heat) lighting with 20-inch distance between the sources and the collections. Zoned. Must have emergency back-up controls on hvac and lighting. Alarms	Limited-access storage for paper-based materials: 65 F/35-45 % RH maximum, Long-term cold storage for paper and some electronic materials: 50F/35% RH, film and photographic storage: 36F-40F/50% RH maximum. Air filtration system, lighting: 19-46 foot candles (200-400 lux), filtered to reduce UV by 95-98%, Low IR (heat) lighting with 20-inch distance between the sources and the collections. Zoned. Must have emergency back-up controls on hvac and lighting. Alarms	Limited-access storage for paper-based materials: 65 F/35-45 % RH maximum, Long-term cold storage for paper and some electronic materials: 50F/35% RH, film and photographic storage: 36F-40F/50% RH maximum. Air filtration system, lighting: 19-46 foot candles (200-400 lux), filtered to reduce UV by 95-98%, Low IR (heat) lighting with 20-inch distance between the sources and the collections. Zoned. Must have emergency back-up controls on hvac and lighting. Alarms	Limited-access storage for paper-based materials: 65 F/35-45 % RH maximum, Long-term cold storage for paper and some electronic materials: 50F/35% RH, film and photographic storage: 36F-40F/50% RH maximum. Air filtration system, lighting: 19-46 foot candles (200-400 lux), filtered to reduce UV by 95-98%, Low IR (heat) lighting with 20-inch distance between the sources and the collections. Zoned. Must have emergency back-up controls on hvac and lighting. Alarms	Paper-based collections: 35-65F/30-50% RH, Historic (mainly wooden) furnishings and textiles: 65-68F, 45-55%RH, Air filtration system, Must have emergency, back-up controls on HVAC and lighting. Alarms; walk-in freezer box for collections IPM and collections emergency response.	Historic (mainly wooden) furnishings and textiles: 65-68F, 45-55%RH, climate-controlled crate storage, cold storage with shelving and standing freezer storage. Air filtration system, walk-in freezer box for collections IPM, Must have emergency, back-up controls on HVAC and lighting. Alarms	Archeological artifact collections: 60F/35%RH, Paper-based collections: 35-65F/30-50% RH, Historic (mainly wooden) furnishings and textiles: 65-68F, 45-55%RH, Air filtration system, Must have emergency, back-up controls on HVAC and lighting. Alarms; walk-in freezer box for collections IPM and collections emergency response.	Archeological artifact collections, 60F/35%RH	
Fire suppression needs tied to collection type	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	Fire, smoke detection system. Non-acquis fire suppression.	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	
Security needs	Locked entry into facility accessed by key-card, Key-card zoned access inside; security cameras inside and outside facility; motion detection; burglar and fire alarms, fire suppression system throughout facility, no public access	Fire, smoke detection system and fire suppression.	Fire, smoke detection system and fire suppression.	Key-card zoned access, security cameras, motion detection, alarms; pass key locks; fencing; no public access.	Fence around perimeter, locked entry ways into the facility accessed by key-cards or keys, cameras linked to TFC outside and inside the facility, motion detection alarm system, and fire suppression system through the facility. No public access	Key-card zoned access, security cameras.	Key-card zoned access security cameras, on-site Alamo Rangers.	Fire, smoke detection system and fire suppression.	Locked entry into facility accessed by key-card, Key-card zoned access inside; security cameras inside and outside facility; motion detection; burglar and fire alarms, fire suppression system throughout facility, no public access	Fire, smoke detection system and fire suppression.		
Current staff size (full or part-time)	6.00		2.00		18.00	27.00	4.00	8.00	3.00	1.00		69.00
Staffing level at proposed facility	6.00	0.00	0.00	0.00	20.00	2.00	0.00	1.00	3.00	1.00		33.00

Appendix B – Texas Facilities Commission Project Cost Estimate**COST ESTIMATE**

Joint Agency Collection Storage Facility

Project Analysis (1)		
Needs Assessment		\$2,500
Local Data Collection		\$0
Programming		\$0
	Subtotal (1)	\$2,500
Land (2)		
Appraisal Fees		0
Land Cost		0
Conveyance Fees		0
Legal Fees		0
Environmental Analysis		0
Real Estate Fees		0
Land Escalation		0
	Subtotal (2)	0
Technical Services (3)		
Project Management		\$2,500,000
A&E Fees & Costs		\$5,900,000
Surveyor		\$48,000
Geotechnical		\$15,000
Special Consultants		\$5,000
Commissioning		\$315,000
	Subtotal (3)	\$8,783,000
Site Improvements (4)		
Demolition		Incl.
Grading		Incl.
Streets & Curbs		Incl.
Utilities & Utility Connections		Incl.
Landscape & Hardscape		Incl.
Other (Fencing & Gates, Flagpole, See Index if Applicable)		Incl.
	Subtotal (4)	Incl. in Bldg.
Building Construction (5)		
Abatement (If Required)		\$0
Construction Contract(s)		\$49,110,000
Materials Testing		\$150,000
HVAC Testing & Balancing		\$80,000
	Subtotal (5)	\$49,340,000
FF&E (6)		
Equipment w/ Furnishings		\$14,195,000
Signs & Signage		\$5,000
Storage		Incl.
Installation Costs		Incl.
	Subtotal (6)	\$14,200,000
Miscellaneous (7)		
Telecommunications		\$500,000
Legal		Inc
Moving Costs		\$3,300,000
	Subtotal (7)	\$3,800,000
Contingency (8)		
Subtotal 4+5+6 @ 6%		\$3,812,400
	Subtotal (8)	\$3,812,400
TOTAL PROJECT COST (1+2+3+4+5+6+7+8)		\$79,937,900

Facility Operating Cost - Maintenance & Utilities

\$4.82 x 237,000 square feet = \$1,142,000 per annum

Appendix C – Meeting Minutes October 16, 2018

Texas Joint Agency Collection Facility Analysis
October 16, 2018, 2:00 PM
THC Collections Facility for Artifact Research
9013 Tuscany Way, Suite 105
Austin, TX 78756

Attendees:

Texas State Library and Archives

Mark Smith, Director
Jelain Chubb, State Archivist

Texas Parks and Wildlife Department

Rodney Franklin, Division Director
Michael Strutt, Program Director of Cultural Resources
Sally Baulch, Chief Curator
Aina Dodge, Archeology Collections Manager

Texas State Preservation Board

Rod Welsh, Executive Director
Ali James, Curator of Capitol Collection

Texas General Land Office

Mark Lambert, Deputy Director of Archives and Records

Governor's Mansion

Erika Herndon, Executive Director of Friends of the Governor's Mansion

Texas Historical Commission

Joseph Bell, Deputy Executive Director of Historic Sites
Laura DeNormandie, Chief Curator
Glenn Reed, Chief Architect
Ellen Colfax, Architect

Joseph Bell: Welcome and thank you for coming out. I want to explain that the meeting agenda reflects the report structure. Please introduce yourself and provide your title. What are each agency's current challenges with their collection storage?

Rodney Franklin: TPWD collections are housed in a leased space that expires in 2023. We have two staff on site. Challenges are that we don't know what the landlord may do, and we may need to move before end of the lease. The facility currently meets our needs.

Aina Dodge: We have six regional archeologists generating collections and we contract out for larger projects. All these archeological collections have to be processed and stored. We used to do big research driven projects.

Laura DeNormandie: For Historic Sites Division new collections are sourced through review and compliance as well as site research. HSD Collections are stored on-site and at CFAR. Permanent collections at CFAR include archeological, decorative and fine arts collections and their records, archives collections and architectural type collections. We also house a small group of Texas Governor's Mansion collection. In the near future we hope to house several mantels being stored at SPB. CFAR also houses rolls of reproduction carpeting for the agency-owned Covert-Carrington House.

Sally Baulch: We also have an interpretive collection, acquired by the exhibit shop, and the agency collection including CCC furniture.

Mark Lambert: The GLO has two archival vaults, with the vault on the ground floor with new HVAC retrofitted for the Alamo collection while it was stored there. The Alamo Collection is now back in San Antonio. The GLO Archives is 99% paper. We have sufficient growth space now for the immediate future due to returning the Alamo Collection to the Alamo Complex. The Alamo artifact collections are in a possibly temporary location on the Alamo Complex, called the Alamo Annex. The Alamo Master Plan is underway. The Alamo Annex could change or be demolished according to the Master Plan. During Master Planning, the GLO Archives could conceivably again store some of the Alamo collection, but we would need additional space for it, which is how this joint facility could be used by the GLO.

Mark Smith: State Library and Archives has unique storage challenges. Main collection facility is east of Capitol, (Zavala Building) contains archival government documents. Also have

collections stored on contract. We had a six to eight-year horizon until one private sector company was no longer allowed under contract. So, in one year will need to address this or will not be able to continue to take in state government records.

Jelain Chubb: We have historic records (ours) and state records (belonging to the Agency it came from).

Mark Smith: TSLAC owns 20,000 SF facility on Shoal Creek, but it needs to be retrofitted. We're proposing a 60,000 SF addition to house ½ archives and ½ state government records.

Jelain Chubb: We need cold and cool storage, flash freezer, dirty room and processing space. We anticipate detailing staff to process collections a few days a week.

Mark Smith: The Shoal Creek facility could accommodate a larger expansion than 60,000 SF. We have not hired an A/E firm.

Promontory Point - no appropriation so far.

Ali James: The SPB's Capitol Square conditioned warehouse has approximately 3,800 s.f. It costs approximately \$30,000/year to maintain, not counting major preventative maintenance such as HVAC replacement. Although SPB does not plan on ever giving this space up, there is a potential future need of additional space up to 5,000-10,000 s.f. for attic stock items such as historic objects, reproduction carpet and architectural artifacts.

Additionally, the Bullock Museum would like climate-controlled crate storage of around 1,200 s.f.; it would be used about 60% of the time for the Museum's traveling exhibitions. They could also benefit from about 500 s.f. of cold storage with shelving for their 70 mm film, which is currently stored in California. Both Capitol Square and the Bullock Museum would love free standing freezer storage to benefit conservation of items (freezing pests etc.).

To those ends, a loading dock/cargo bay with 10' wide door and good backing in turning radius for 53' semi-trucks with extended cabs (70-80ft total), and a dedicated forklift would be ideal.

Erika Herndon: The Governor's Mansion has 1000 objects located at the mansion and a few here at CFAR and at Central Moving and Storage.

Jelain Chubb: State Library and Archives has on average 3,000 cubic feet of growth per year. We need 100,000 CF of archive space; approximately 90,000 CF would be box storage.

Joseph Bell: What are the types of objects that will be processed - 2D & 3D and other types?

Aina Dodge: We need a processing space for dirty artifacts.

Joseph Bell: We could share a dock and other spaces. Is there a joint facility example?

Jelain Chubb: Wisconsin just constructed a shared facility. The construction cost was \$47 million and of that \$7.5 million was spent on shelving and about \$4 million on the move. It contains 250,000 cubic feet of storage. It contains a conservation lab, cold storage, and dirty room. They have four major partners who are tenants and pay rent to a fifth partner who manages the facility. There are 11 staff in the collections area, including one full-time Heating and Ventilation Specialist.

Laura DeNormandie: Mac Lab; the Maryland Archeological Conservation Laboratory—an archeological research and curation and conservation facility. Collections from every county in Maryland and a group of collections acquired through Maryland Historical Trust.

Joseph Bell: What are some possible locations considering a new facility or an existing building?

Rodney Franklin: We could look at the TPWD campus. TPWD owns the property and it might be evaluated to see if it would be a good fit for a new building.

New speaker: What about the new building being constructed across from the Bullock? This is planned as office space.

Joseph Bell: We would need something convenient to everyone.

Glenn Reed: Is Promontory Point state-owned?

Mark Smith: Not known, we could review.

Rod Welsh: There is a new building being constructed with plans to lease the upper stories (at 18th and San Jacinto).

Joseph Bell: What does the Blanton use for their collection storage?
Some on site and some with private entities.

Mark Smith: It might be worth looking into.

Aina Dodge: There are collections at the Pickle Research Center (TARL).

Laura DeNormandie: Shoal Creek facility is a great location and thanks to TSLAC for raising it as a possibility with the right addition.

Mark Smith: It seems to make sense.

Joseph Bell: Is there a need for a fabrication shop?

Sally Baulch: TPWD has one and has a paint room.

Joseph Bell: In Wisconsin is the facility on state-owned land?

Jelain Chubb: Yes.

Mark Smith: The cost of debt servicing is an astonishing cost. In the building addition we are considering of 60,000 SF + A/E services + shelving is \$23 million before debt service.

Joseph Bell: What about funding – direct appropriation, lease-to-purchase from private developer, other options?

Michael Strutt: We are paying \$176,000/year for collections storage.

Aina Dodge: Our SF rate has increased since the Sunset Review Report.

Joseph Bell: When could the data we've outlined in the agenda be pulled together?

Plan for the first week of November or sooner. We plan to reconvene on November 6th and bring in the TFC.

Jelain Chubb: TSLAC can host the next meeting. It may be a more central location for most. Also need to address each agency's fire suppression needs.

Laura provided a tour of the HSD facility.

Appendix D – Meeting Minutes November 7, 2018

Texas Joint Agency Collection Storage Facility Analysis

November 7, 2018, 10:00 AM

Texas State Library and Archives Commission

State Record Center

4400 Shoal Creek Boulevard

Austin, TX 78756

Attendees (in order of introductions):

Michael Shea, Manager of the State Records Center, Texas State Library and Archives (TSLAC)

Craig Kelso, Director of State and Local Records Management Division, TSLAC

Mark Smith, Director, TSLAC

Jelain Chubb, State Archivist, TSLAC

Laura DeNormandie, Chief Curator, Texas Historical Commission (THC)

Aina Dodge, Archeology Collections Manager, Texas Parks and Wildlife (TPWD)

Glenn Reed, Chief Architect, THC

Ellen Colfax, Architect, THC

Brad Jones, Archeology Collections & CFCP Manager, THC

Sally Baulch, Chief Curator, TPWD

Michael Strutt, Program Director of Cultural Resources, TPWD

Rod Welsh, Executive Director, Texas State Preservation Board (TSPB)

Ali James, Curator of the Capitol Collection, TSPB

John Raff, Interim Executive Director, Texas Facilities Commission, (TFC)

Existing facilities' data sheet:

JB (THC): Thank you for filling out the table (spreadsheet), edits and additions are welcome.

Our analysis has come up with the total current need for all our collections is 180,708 SF with future needs coming to around 200,000 SF depending on how comfortable we are with moving forward with the project.

We've been working on getting additional information from Wisconsin, on their project—they recently opened a facility shared by four agencies, that is 188,000 SF and cost \$47 million. \$4 million was budgeted for the move. We see it as a very good model.

JC (TSLAC): I have spoken to Matt Blessing, State Archivist, at Wisconsin Historical Society, the archives collection is the biggest tenant in this facility. Matt will provide us with planning documentation as well as all of their partnership agreements.

JB (THC): If WHS has a good model as to how they have crafted their operating agreements between the four agencies, we might as well not reinvent the wheel. We would work with the AG to craft something comparable in that regard.

JR (TFC): I recommend you make sure that you include adequate moving costs in your estimate—a figure that that considers all of the different kinds of things you need to move. As long as this figure is accounted for in your capitol funds or operating funds for this project right from the beginning you will be alright.

When TFC did the de Zavala renovation there was a problem in that they left moving costs out of their initial appropriations request.

Possible locations for analysis/Defining size of facility

JB (THC): For locations, we have been looking at a number of sites. The Sunset Commission says we need to look at multiple locations for this report. TPWD has some availability on their campus, TSLAC has brought up the possibility of this Shoal Creek facility. We are looking at a project of over 200,000SF, with set-backs that might raise neighborhood concerns. Most important is identifying who will be using the facility the most---that will be the driving factor. It's clear that TSLAC is the majority user of the space. We want to be sensitive to them as a potential partner and their access to the site.

Financing

MS (TSLAC): Also, I want to mention that we haven't yet had their decision meeting with Sunset. That is coming up next Wednesday. Jelain and I have visited with Senator Birdwell's staff and told him about the joint archives meetings we've been having. Since then Senator Birdwell's office has contacted me to let me know that the Senator liked the idea and confirmed

he would address it in the recommendations. So, we should expect Sunset Commission to become aware of this soon.

MS (TSLAC): When you go to the issue of financing—I told the group that we would be working with Texas Public Finance Authority for the expansion we want to do at this Shoal Creek Facility. I've spoken to the TPFA about the joint collections agency idea, and the head of that agency has confirmed that by combining agency uses, it would give us a better cost for debt service on the bond market.

JB (THC): By working with TFC I hope to look at questions like: what are we paying into the lease right now; what is the operating cost; what is the delta between the two; is building a bond something affordable; and then what would the budgetary impacts be for each agency so that we would pay an appropriate portion of the bond for any new building going forward?

The other thing that Sunset recommended is that we look at a lease analysis of leasing space. If we lease 200,000 SF warehouse, how do the leases compare? While not all warehouses are built the same, the square footage costs (once you have inserted the appropriate environmental controls) makes warehouse space in Austin prohibitively expensive.

Location discussion continued

JR (TFC):—regarding Promontory Point, my staff have been considering what combination of space use makes sense in this application. For example, is it a combination of single story space and two-story space, or is it a question of three-story space vs. single story space? PP is a small building adjacent to the larger warehouse that is used by TPWD.

SB (TPWD): It is a former old oil change building, and it is our (TPWD) records management facility.

JR (TFC): Whatever use that building has currently, that use would have to be reprogrammed into a sort of a mix of high bay space and warehouse space.

MS (TPWD): We did not include the space at PP in the figures we sent you. We do still need to include additional figures for the Battleship however.

JR (TFC): It appears that we could probably occupy a footprint of about 100,000 square feet at that site—and then go up—doing a combination of high bay space and two-story space.

LD (THC): Just clarifying that this would be a second location option that we would be considering.

JB (THC): Yes, this would be one of the locations we are considering. It is currently part of TPWD's campus. There of course are other factors to consider—convenience of location, pricing, working towards a draft report. Let's convene after the holiday on November 29th. By that point we will have 10 days in which to get it into final form to submit to the Sunset Commission.

JB (THC): But again, we need to determine that we are comfortable with the square footage: TSLAC has actively growing needs, far more than anyone else; THC may have some additional sites coming in; GLO may not have compatible needs especially as the Alamo collection is currently based in San Antonio.

JB (THC): At this point we are saying 200,000 SF, accommodates the existing need with a 20% growth factor. We want to make sure that it is a correct estimate and includes all the partners that want to be involved.

MS (TPWD): If we were to select PP as the desired location, we would need to include the cost for two moves as TPWD's current contents would have to be moved twice in order to accommodate this plan.

JB (THC): Yes, that is the case. But I want to make sure that we are comfortable with 200,000 SF being the correct number.

MS (TSLAC): Does the 200,000 SF include the square footage required for TSLAC expansion?

JB (THC): I believe that the 80,000 cubic feet needs to be square feet (MS and JC, TSLAC identifying a mistake in the spreadsheet).

GR (THC): —Mark could you clarify what you were saying regarding the 80,000 SF?

MS (TSLAC): 80,000 cf is what we have for the archival storage

GR (THC): addressing CK-TSLAC, under existing it should be 72,000 SF

JB (THC): —So the 167,000 SF was just from existing (from line 4) ...we will do an analysis of operating costs.

MS (TPWD): —As I said before, the square footage does not include the Battleship.

JB (THC): we need to add 60,000SF as a growth factor. It is better that our needs be able to grow. If we have more space than we need then we could perhaps lease space. The HRC, the Briscoe, or the Blanton would be great interim rental opportunities.

As we get into this we will work with John's staff to get additional costs for construction, moving costs, relocation and temporary rental, FFE (furnishings fixtures and equipment). Are there any other costs we need to include?

We have operating models from WHS which will be good to analyze. As soon as we get these we will show these to everyone. And of course, regarding the financing structure, I don't think the legislature would give us 50 million all at once.

JR (TFC): —There is a draw down system.

Defining Next Steps

JB (THC): -is there anything else that we need to include?

JR (TFC): I wonder if you need an outsourced resource to help program (working with each Agency)

JB (THC): —Our challenge is that we have a very short window and a nightmare procurement process. Would there be a way to get a core group of together from within our agency ranks (architects, collections managers) and design something in-house? If this (Shoal Creek) is the site that we elect to build on we will have to bring in public comment. We need a communications plan.

JB (THC): WHS programmed the heavy objects at the bottom of the building and taller objects in upper story of their facility. On the 30th we need to find confirm that we have all the shared spaces included—office space, conference rooms, digitization spaces...

JR (TFC): —At Promontory Point we have some limitations as to how many stories we can build. SRC (Shoal Creek location) has challenges as well. There is another parcel that TPWD owns that might could work.

For climate controlled one-story spaces, a lab, certainly you can always shell that space out—build what you need now. Shell it out, create the horizontal floors, and build out later. The way government funds projects makes me shy away from that option—you don't want a partially developed space that doesn't meet code. I would lean towards trying to get full funding.

LD (THC): we know very well what our needs are in terms of current existing collections and future growth needs as well.

JB (THC): we can phase it out if we need to

MS (TPWD): —hoping we can get a champion in the legislature.

JB (THC): Hoping that the fact that it is Sunset Commission recommendation will give it some legs.

Scheduling next meeting

So, would November 30th work? November 29th?

November 29th works for everyone. Where would you like to meet? TPWD? That way we can see the campus—it's also close to Promontory Point. It's not our favorite—it is the industrial wasteland.

10am works best for everyone's schedule. We'll shoot to have the agenda out.

Appendix E – Meeting Minutes November 29, 2018

Texas Joint Agency Collection Storage Facility Analysis
Minutes
November 29, 2018, 10 am
4200 Smith School Ro (TPWD), Austin, TX 78744
Texas Parks and Wildlife Department
Austin, TX

Committee members present (in order of introduction)

Michael Shea, Manager of the State Records Center, Texas State Library and Archives
Craig Kelso, Director of State and Local Records Management Division, Texas State Library and Archives
Sally Baulch, Chief Curator, Texas Parks and Wildlife
Aina Dodge, Archeology Collections, Texas Parks and Wildlife
Rodney Franklin, Assistant Deputy Director, Texas Parks and Wildlife
Joseph Bell, Deputy Executive Director of Historic Sites, Texas Historical Commission
John Raff, Deputy Executive of Facilities and Design construction, Texas Facilities Commission
Ellen Colfax, Architect, Texas Historical Commission
Laura DeNormandie, Chief Curator, Texas Historical Commission
Glenn Reed, Chief Architect, Texas Historical Commission
Mark Lambert, Deputy Director of Archives and Records
Ali James, Curator of Capitol Collection, State Preservation Board
Rod Welsh Executive Director, State Preservation Board
Michael Strutt, Program Director of Cultural Resources, TPWD

Review facilities' data sheet/Discussion of the final size of a facility

JS: Let's review the datasheet. It looks as if existing agency collections storage needs total 170,393,

Today we want to discuss each Agency's anticipated growth. Would 200,000 sf (at the Joint Agency Collections Storage Facility) give us elbow room we need. And hopefully the ability to rent space. TSLAC has the most active growth capacity of all of the agencies. And there may be a way to approach Blanton or other museum facilities in Austin to lease space to provide positive cash flow for the property.

Right now we have everyone's growth capacity (see data sheet):

Re: Growth capacity for each future agency facility
TPWD

SB (TPWD): Battleship is a rogue player—they peaked on their growth and they have a potential second peak as Veterans’ descendants may have opportunity to receive donations.

JB(THC): Could you just try to calculate what the growth would be for the Battleship? Would it be 3% growth? 5% growth? We want to make sure that you have elbow room for growth. We want to make sure that each agency has maneuverability over the next 10-20 years.

AD (TPWD): Growth from standpoint of archeological collections is minimal. In fact, I was going to say zero. Now that we do not have Sebastopol we have space. We just don’t have the growth that we used to in the 1970s. Now we do a much more minimal survey. Palo Pinto Canyon is a good example. It is a new site and all we have from that site are five boxes worth. Now that we are doing surveys as opposed to grander scale excavations—where there were 170 boxes, now there are five. Historic sites just doesn’t generate more collections. So, we have existing growth opportunity in our own space already.

RF (TPWD): —And we already planned to have existing space in our facility for growth.

SB (TPWD): —the Battleship did anticipate an increase and I would anticipate 5% would be an appropriate estimate

ML (GLO): The Alamo collections are a big unknown. The Alamo is currently going through master planning. They are talking to collectors, like Red McCombs, movie producer David Zucker in California, and including U.S. Rep. John Culberson in Houston who is an Alamo and Texas Revolution collector.

Any of those donated collections will likely need space in the near future—and it could be thousands of objects at the time coming in at once.

JB(THC): As long as we have a growth contingency we will be alright. As you say, we don’t know, you may get a big donation any time

TSLAC is growing all the time. At the records center side we are at the whim of our customers. So, we are a bit more difficult to pinpoint. On the flip side the archives center is a slow and steady growth

JB(THC): (asking question directly to Ali James (SPB) and you are comfortable with the numbers that we have included in the datasheet. It’s clear that the Bob Bullock’s needs fluctuate according to the exhibition needs.

AJ (SPB): —we are comfortable with the numbers represented, I didn’t give a current staff size as that number fluctuates –there are 4 for Capitol Square curatorial staff. An additional 4 on the Bob Bullock
So, we need 8.

Staffing at potential archives facility

JB(THC): Of the FTEs noted as needed –who will actually be at the for the next facility, so we can complete the programming

TPWD

SB (TPWD): —our numbers would need to be 6 for FTE

JB (THC): And then TSLAC has 38 and 18—

MS (TSLAC): We have room in our offices for growth. The 38 are all accommodated by the Lorenzo da Zavala building, the 18 are also currently accommodated (at the Shoal Creek Records Center). We do need an additional imaging department pf 2 people.

JB(THC): —How many people would you need out there?

ML (GLO) 2

JB(THC): —SPB?

AJ (SPB) 2

JB(THC): THC?

LD(THC): —we need 3 and (TPWD) needs 1 for a total of 4.

JB(THC): We have all of our office space accounted for. Which is a lot smaller than 94 which is good. We need some sort of agreement as to the size of the facility. I am looking at 200,000 square feet- we want it to give us capacity plus what we ought to state as contingency. -

Locations-- Update on locations for further analysis

LD(THC): For this potential facility who is renting from who in these distinct scenarios? And also, who then manages the building? Would it be renting from TWPD if we developed something here? How would the joint partnership work —based on the different locations we are considering?

JB(THC): It would be state land at that particular agency--whether it is TPWD or TSLAC. And then each agency would get a proportional appropriation. And there would be a management group, put together by agencies, that likely would be led by collections managers. They'd work closely with people maintaining the site.

RF (TPWD): So, like proportional appropriation costs for every facility

JB(THC): Yes, because each agency would have a bond appropriation. I would imagine it would be that the curatorial staff who would be managing operations—to make sure that all the curatorial standards were met.

GR (THC): And then John—would we turn to the TFC for the maintenance of the structure?

JR (TFC): Usually if it is a multi-agency effort, we would need to seek a carve-out from HB 30-42 —(a 2001 /2 bill that assigned all maintenance of building in Travis county to TFC). If there is

a specialized use that you need to maintain, then you need to get a carve out. And that is cloudy for me, if it is on this property (TPWD), or at Shoal Creek, then who would take care of it?

CK/MS (TSLAC): TFC takes care of the maintenance. There is a bill that assigns all maintenance of state buildings to TFC.

JB(THC): I would envision there would need to be three maintenance technicians, a team of technicians and a superintendent. The building would be specialized. Through they'd be paid by the TFC they would have to report to the management group, who would set their workplans and review their productivity. This management group would maintain and manage the building

JR (TFC): We have a model like that at the Bob Blais campus. We work very carefully with lab staff and leadership over there to make sure that its laboratory needs are met. BSL3 Labs are complex. It's a basic IAC we enter into. They enter into an IAC to maintain all of them. They are the custodians designated for the labs and enter into an inter-agency contract to maintain them all. They negotiate the costs—more of a collaborative effort—this is the sort of budget we need to maintain. It all makes sense to write it up as a legislative request

JB(THC): Who is it—a superintendent and 2 techs, 3techs or 4 techs. Do we deal with security systems operational needs—what would be the technical groups' assignment? Do we enable it through a contract or do we have a state staff that supply security?
How does TSLAC work it?

MS (TSLAC): we have camera surveillance. badge readers, since we aren't in Capitol maintenance agreement we have a monitoring link directly to TFC—connected directly to Austin Police.

GR: Do you have one an annual maintenance agreement with TFC?

MS (TSLAC): Yes, we do we have a building manager. We have a building manager who is from TFC (he oversees a few buildings).

JR (TFC): we contract at the health center so that they know how to manage those kinds of contracts with varying degrees of success.

JB(THC): Is there security at any of your facilities?

JR (TFC): Depending you usually have someone at entrance and then you have a rover who facilitates surveillance as well.

RF (TPWD): We here at TPWD have division law enforcements—they do security for the facility here and also at the ACP facility. Plus, internal badge readers. And the fire department is right around the corner.

Review cost estimates of construction- professional fees, building construction, moving and FFE

JR (TFC) I've been working with one of our competent contractors that helps us estimate based on. We are trying to build a cost model. Once we come up with the right size of facility we should be able to apply metrics to it.

We are looking at more carefully climate controlled curatorial and film storage. What is key here is that for the model that you hope for would require 7 acres.

At PP we would place it to the north of the facility.

At TPWD, it looks as if we have around 4 acres.

He was basing it on a single story and ½ would be high bay with racks and boxes. Also looking at tilt-wall construction for the envelope of the building. ½ is that is the two story—more carefully conditioned for whatever you want to use it for.

Those were rough stabs at proportionality. We really need to figure out how much high-bay storage is needed. That is what sprawls. It is possible it can get three stories now with tilt-wall.

JB(THC): WHS is three-story and that is a good model

RF (TPWD): So, John would we need a minimum of 7 acres for two stories?

LD (THC): No is considering single story.

RF (TPWD): Are you thinking that 5.5 acres would be the minimum. Does that include parking?

JR (TFC): I included 100 parking spaces.

JB(THC): The one thing we need to focus on in (TPWD) addition to FFE and construction costs, is moving costs. What would it cost to move TSLAC out of Shoal Creek in anticipation of building? Does it need to be a complete vacation from that building or not?

MS (TSLAC): We have no plan to move out. The renovation would be additional.

JB(THC): Well if you were to build on that site while you renovate the old, what sort of phasing would be necessary? If it is even necessary? I would assume that there would have to be an upgrade or modification to the building systems. There would have to be some sort of modification to the existing portion in order to accommodate the environmental needs for the historical archival section.

MS (TSLAC): The records center doesn't need stringent controls—they are non-archival records.

Maybe we could adjust the records portion and then build out the archives section. That would allow us at shoal creek to go south with the records center—and then we have about 10 acres on the northeast side---and the other side would include the other agencies and the state archives.

MS (TSLAC): The expense would be several million dollars to move 350,000 boxes

JB(THC): And if the environmental system is adequate then we could keep it as is. And we could have a separate system for the curatorial space. That is needed is not as stringent as we build the new building and have the systems for curatorial and of course the office space is going to be conditioned, but higher technology isn't necessary

JR (TFC): More than 100,000 of the SF is SRC. The SRC is 72000

JB(THC): Within the analysis both sites have opportunities – Here, we would have to build a facility from scratch. The one benefit from Shoal creek is that we do not need to replicate space. Here we would have to build the whole thing from the ground up, 200,000 SF

Location discussion

Shoal Creek

JB(THC): The driving factor is need to all be in Austin.

If that is the site that we all agree upon, would it meet your service needs with your daily operations.

For us it works, for SPB, it works because it is in capitol complex vicinity.

RF (TPWD): Obviously the distance is a factor, I wasn't able to go to the Shoal Creek Facility—it might be problematic for us. The distance is going to be factor. There are options that will work better for some agencies than others.

JB(THC): As we go forward in this report travel is important—meeting operational needs is important. For three of the four agencies I think that Shoal Creek works, but does it work for TPWD?

GR (THC): If we duplicated the space here, then sold the shoal creek property, then how much would it sell for?

CK (TSLAC): Then you would have to add 72,000 feet to our total project plan. We are not planning to give up our building. We did a study that proved that it to build a new facility it would cost twice as much as it would cost to build at the shoal creek property (23 million as the estimate) and our building would cost 52 to accommodate all our needs plus moving costs.

Our plan would probably be if we were co-locating at another location we would have staff at both locations. From an archives standpoint It wouldn't matter if it were away from the capitol. Its more about our operations. It's just a matter of us being able to serve our stakeholders. And I've worked with a model in Missouri where we had three buildings. We can make it work.

JB(THC): I am looking at your service needs. You are the agency that has the quickest turnaround, you have patrons coming to the downtown facility that require quick turn-around.

MS (TSLAC): And we are going downtown twice/day.

JB(THC): And if we did build at shoal creek then the project may be around 40 or 50 million dollars. If we have a new building that replicates what you have, it would cost up to 80 million dollars.

JB(THC): I want Sunset to know that we looked at all this and what our recommendation would be. And maybe not everyone is buying into the recommendations. This may not work for every agency.

RF (TPWD): So, at the Shoal creek location there are plans add on to the existing facility currently?

MS (TSLAC): Yes, we have one exceptional item proposed to retrofit 20,000 square feet at for pp. a short-term intermediate solution, because we are going to fill up by December of next year. Then we are also seeking a second exceptional item where we are adding 60,000 extra square feet at shoal creek (Half would go to archives with archival conditions. The other half would be for the growth at the state records center itself where we serve 82 state agencies. We plan to maintain PP location for 20 years because that's part of our long-term growth plan. Retrofitting will take less time than building it now. We are also going through Sunset just as THC is, and that is why Sunset has asked us collections folks get together to consider a joint facility.

RF (TPWD): So is what you just described—is that a separate 10 acres?

MS/CK (TSLAC): We have 13.6 total acres at Shoal Creek facility a 102,000 SF building with parking is owned by the Texas State Library—it is not owned by TFC.

RF (TPWD): John initially was talking about PP. TFC owns that land. PP and many agencies use that land for warehouse space of which we have one. Now is a TSLAC warehouse out there yet? Do you yet have a building?

No not yet, there is a section of the main building at PP that would have to be gutted and set up for retrofitting for warehouse space—but we've been in talks, ever since one of the third-party vendor was kicked out and all other state agencies are scrambling to get find a place for their records. This is part of our initial discussion with TFC.

JB(THC): So 200,000 feet was the target, we already have 100,000 square feet at shoal creek. So the addition is another 100,000. Does that meet your needs at PP?

CK—With PP the space that we would need, for our section of the records center, would be the 60,000SF. PP gives us potential for 207,000 spaces for boxes. That would be growth for the next 20-25 years—technically we need 80,000 SF and we are using 20,000 here, so, we were already planning to split our work-force to handle this in our operations. Agencies down south store things at PP —

JB(THC) And does that number that we have in the datasheet consolidate all SF you have mentioned?

MS (TSLAC): Actually no, that number in the datasheet should be 60,000, not 76,000...

MS (TSLAC): And we are on full service recovery for any collections that are stored at SRC that belong to other agencies. I don't know if that will function into the management contracts.

JR (TFC): Do you have autonomy in calculating those rates?

MS(TPWD): Yes. We have to get our fees approved by commission on an annual basis.

JB(THC): We want to make sure not to have too much included. That would come back to haunt us.

MS (TPWD): I wonder if there would be enough space at PP to wipe it clean and then build a building that accommodates all of our agencies.

MS/CK (TSLAC): Our problem is that we don't have the ability to turn off the tap of boxes flowing into the SRC. And that 20,000 assumes that, so we'd have to. There would be a lot of expense moving shelving etc.

JB(THC): And the directive is to look at a bunch of sites and get the best return on investment. Shoal creek would be significantly less.

Promontory Point

RF (TPWD): I know you will be touring PP facility—it is not in great shape—is there anything on the horizon JR (TFC) (TFC) where any of those buildings are going to be demoed anyway. JF—no its high maintenance: old white swan distributorship---styro-foam walls and metal walls—we know that it high maintenance, but there is no plan to develop that site, replace it or tear it down. It would seem to be a reasonable location to not have to drive downtown.

MS/CK (TSLAC): And I know that the front space they have just renovated and turned it into offices for the Railroad Commission. TABC also has a functioning warehouse.

JR (TFC): A large part of it is a cold dark shell, there is a whole mezzanine floor, we haven't been able to make use of it.

JB(THC): What are some of the neighborhood challenges at shoal creek.

MS/CK(TSLAC): Allandale and Rosedale are robust neighborhood associations. Although Bull Creek development is really what's on everyone's mind, but they don't like density and we are an 8-5 operation. We are low impact neighbors. Site lines have been taken care of by the Grove development across the creek.

Wisconsin as an operating model

Wisconsin Operating Model -As I was reviewing the different agreements it became clear that it was three agencies—Division of Administration, the Wisconsin Historical Society and the Veteran's Museum they all pay rent to the state DOA.

JB(THC): I imagine it is a bond initiative

LD (THC): 2016 the State Building Commission approved the purchase of the building, they were able to build it out for the purpose of the archival center and now its leased to three state agencies—DOA is paying less than everyone else.

GR(THC): There is not an agreement –but there is a spreadsheet that compares costs in SF—the rent amounts are proportional to their space allocation. There is also a tenant manual.

JB(THC): But there isn't a governing authority—A management team---that would be the model I would envision, so that each agency is empowered to have their own representative. In concept I think that we would lay out what we've been talking about And then there would be next steps to craft agreements.

Financing Structure

What is best would be a full appropriation, bonding is another option, the other would be working with a developer to build, but then we have a possible lease-to purchase agreement. That's the B3 model? There is a third party that holds the property during the course of the payback.

MS/CK (TSLAC): And they have been working with the Texas Public Financing Authority—working with them. Preparing an emergency request for the PP location—so maybe it will start 3 months earlier.

JB(THC): This would be a very good one-time opportunity to for one-time investment And then that would free up lease fees. And then what we and TPWD are paying in lease fees could be used to operate the state facility.

RF (TPWD): Can we talk about the potential report. 3 potential locations, PP, SC, TPWD. Are those the locations that will be outlined in the report?

JB(THC): Yes, in addition we will give information on meetings that we held. Three sites in question, looking at costing—with a footnote that these are estimates and that we will ultimately come up with staff recommendations. We may not get to consensus. But I want to have outlined locations, service parameters,

JR (TFC): Because we don't have a site or real site-specific programming, we will have general numbers—a cost model that makes a lot of assumptions.

GR (THC): But the concept is that we can tier the costs—and have considerations tied to each,

JB(THC): And if sunset wants to move forward with this we will hopefully be assigned a budget analysis. If this gets rolled into a bill than we will have to drill down to get closer numbers.

RF (TPWD): And is it safe to say that these options discussed are the only ones being considered. Purchasing and building is off the table. Does it ask to consider purchasing land?

JB(THC): The one thing is that they want us to look at Renting vs. building.

JB(THC): Yes, we could enter into a private development first, FFE, TF Requirements, developer building shell.

RF (TPWD): And it is hard to afford a separate facility. There is no 200,000 square feet available.

MS/CK(TSLAC): One of the first things we did was reach out to TFC to find a conditioned warehouse space—they said do not think of anything less than—\$20/SF. To just lease in Austin. Nothing less. Triple N and finishing included.

JB (THC): We do have a section in our report on rent vs. build. The requirement is that we need to come up with a report.

Do we have a timeline in this report?

JR (TFC): We have a prototypical project analysis that estimates building such a thing are 4 years that includes warranty period

JB(THC): Construction 12-18 months, 6-8 months of move-in and retrofitting. Hopefully we will be in a new building by 2023.

Defining next steps and deadlines for the draft report review

Will work over the weekend on a draft. They need to know this is a report from this committee, it hasn't been reviewed by legislature yet. Next step is that each of these agencies have to bring it up to their governing authorities.

RF (TPWD) explaining the handout.

This is an image of McKinney State Park. That central building--currently in TPWD HQ is where we are. It has two different wings A Wing, B wing and C-wing. Three parking lots just to the north where the green line is. A chain-link fence outlines school property. Trails for McKinney state park.

Aina and Michael and Sally will point out open space, whether it is adequate remains to be determined. There will be a lot of hoops to jump through in order to determine whether anything is buildable. There are internal processes and administrative code for use of state land for non-recreational purposes.

The group left the meeting to tour possible location(s) on TPWD campus. They also visited nearby TPWD records storage center, (4044 Promontory Point)



TEXAS HISTORICAL COMMISSION
real places telling real stories

TEXAS HISTORICAL COMMISSION

**Texas Administrative Code
Title 13 Cultural Resources
Part II Texas Historical Commission
Chapter 30 Texas Heritage Trail Program**

30.1. Object.

(a) The Texas Historical Commission, hereafter referred to as The Commission, is authorized pursuant to Section 442.005(s) and Section 442.005(t) to promote the appreciation of historic sites, structures, or objects in the state through a program designed to develop tourism in the state and shall promote heritage tourism by assisting persons, including local governments, organizations, and individuals, in the preservation, enhancement, and promotion of heritage and cultural attractions.

(b) The Program must include efforts to

- (1) raise the standards of heritage and cultural attractions around the state;
- (2) foster heritage preservation and education;
- (3) encourage regional cooperation and promotion of heritage and cultural attractions; and
- (4) foster effective local tourism leadership and organizational skills.

(c) The Commission established the Texas Heritage Trails Program (THTP) to achieve these goals and the intent of these rules is to provide a system by which The Commission may approve, fund, and monitor nonprofit organizations, for the purpose of participating in the program.

30.2. Definitions.

When used in this chapter, the following words or terms have the following meanings unless the context clearly indicates otherwise:

- (a) Board of Directors – The governing body of the heritage trail region.
- (b) Contract – Written agreement between The Commission and each of the regional organizations.
- (c) Executive Director – Region personnel responsible to the board of directors to perform the services and deliver the work of the region to The Commission.
- (d) Fiscal Agent – Entity other than the region responsible for administration and distribution of funds provided under the Contract.
- (e) Funds – State funds appropriated for the THTP and authorized for distribution to the Region.
- (f) Regional organization – A Texas non-profit organization selected by The Commission to operate as the regional organization for one or more of the ten Texas Heritage Trail Regions.
- (g) Texas Heritage Trail Regions – The ten regional trails established by The Commission: Texas Brazos Trail Region, Texas Forest Trail Region, Texas Forts Trail Region, Texas Hill Country Trail Region, Texas Independence Trail Region, Texas Lakes Trail Region, Texas Mountain Trail Region Texas Pecos Trail Region, Texas Plains Trail Region, and Texas Tropical Trail Region
- (h) Staff – Program staff members of The Commission's THTP and other employees of The Commission

30.3. Texas Heritage Trail Region Participation.

(a) The Commission established the Texas Heritage Trails Program and, with the Texas Department of Transportation's cooperation, adopted the state's ten Texas Travel Trails to divide Texas into ten Heritage Trail Regions (Texas Brazos Trail Region, Texas Forest Trail Region, Texas Forts Trail Region, Texas Hill Country Trail Region, Texas Independence Trail Region, Texas Lakes Trail Region, Texas Mountain Trail Region Texas Pecos Trail Region, Texas Plains Trail Region, and Texas Tropical Trail Region).

(b) The THTP is a program of The Commission and permission to participate in the program is granted to regional organizations by action of The Commission and may be revoked by The Commission in its sole discretion at any time.

(c) The Commission may approve a regional organization to represent and operate under the name of their respective region as determined by The Commission. No more than one nonprofit entity shall be approved for any one region; however, The Commission may approve a nonprofit entity to represent more than one region. The entity must retain its Texas and Internal Revenue Service nonprofit status in good standing for the duration of program participation.

(d) The Commission shall establish and maintain heritage tourism principles, vision, mission, values, goals, and strategies for the purposes of this chapter that regional organizations participating in the program shall follow.

30.4. Texas Heritage Trail Region Management.

(a) Each regional organization shall be led by a Board of Directors which shall appoint a Chair or President to represent the board in matters related to the participation in the program. All board members and officers shall reside or work within the geographic boundaries of the region or otherwise demonstrate an interest and ability to represent the communities and citizens within the region boundaries.

(b) Unless otherwise approved by The Commission, each regional organization shall provide a full-time, paid executive director with professional qualifications relevant to fulfilling the organization's heritage tourism mission activities, and terms of this chapter. For the purposes of this chapter, full-time employment means that the executive director works at least forty (40) hours per week.

(c) Each regional organization shall keep The commission apprised of any executive director vacancy and shall move forward in an efficient manner to fill any vacancy of the position. Vacancy of the executive director position for greater than six (6) consecutive months may be considered cause for termination of regional organization's participation in the program by the Commission. A regional organization may request permission from The Commission to operate without a full-time, paid executive director due to financial or other extraordinary considerations. The Commission may grant such request, in its sole discretion, if it determines that the regional organization demonstrates the necessity for operating without a full-time, paid executive director and demonstrates the ability for the regional organization to fulfill its mission and the remainder of its obligations to The Commission and program in a manner that adequately serves the traveling public and regional constituents.

(d) The responsibility for selection, salary, employment and employee-related legal matters remains with the regional organization. Such executive director, and all other staff of regional organization, shall not be considered employees, agents or contractors of The Commission for any purpose.

(e) Each regional organization shall provide The Commission with a copy of the organization's bylaws, articles of incorporation, and/or other mission statements and organizing or operational principles, including revisions and updates to these documents that occur during participation. Any revisions or updates to these documents shall be provided to The Commission no later than sixty (60) days after adoption by the regional organization.

(f) Each regional organization shall insure that its bylaws and other organizing principles retain primary focus on the THTP and the development and promotion of heritage tourism within the region and Texas.

30.5. Texas Heritage Trail Program Operations.

(a) The Commission may provide financial assistance to support the operations of the regional organizations to the extent funds are appropriated for the program by the Legislature. The Commission may establish match requirements and procedures to obtain financial assistance, provided such requirements and procedures are uniform to all participating regional organizations. The amount of financial support provided to a specific regional organization in any fiscal year may vary from region to region or from year to year. State funds received by a regional organization from The Commission may only be used for the purposes set forth under this rule and in the contract.

(b) Membership and sponsorship

(1) A regional organization may, at its discretion, create membership or sponsorship initiatives to benefit the regional organization or the THTP. Regional organizations shall keep The Commission apprised of these programs and any requirements, fees, or benefits imposed upon or provided to members or sponsors.

(2) Membership fees or other revenue generated directly by a regional organization may be retained by the regional organization for its own use to further its objectives and purpose as a participant in the THTP.

(3) Regional organizations shall provide basic heritage tourism-related services and consultation to communities, organizations, or persons within its respective region as allowed by funding or scheduling, and regardless of membership or sponsorship status.

(c) The Commission shall establish methods of communications and outreach with and among the regional organizations that includes periodic updates, conference calls, and schedules of meetings. The Commission shall establish attendance requirements to ensure appropriate participation of executive directors and board representatives.

(d) The Commission may establish schedules and methods for regional visits, orientations and trainings.

(e) The Commission may, in its sole discretion, participate in or otherwise facilitate opportunities for regional organizations to take part in relevant consumer travel shows or travel industry events, subject to available funds. The Commission may develop requirements for event participation by the regional organizations.

(f) The Commission may, in its sole discretion, implement print and digital advertising campaigns for the THTP. The Commission shall consult with participating regional organizations regarding the implementation of new advertising campaigns, but The Commission shall have the final authority over the campaigns to be pursued and the resources to be associated with such campaigns.

(g) A regional organization may implement marketing and advertising campaigns independent of The Commission that relate directly to that regional organization's purpose, status, duties, and/or activities performed as a participant in the THTP. A regional organization must not use the name of Commission, the State of Texas, or any other state agency, nor any other non-consenting regional organization in any media release, public announcement, or public disclosure relating to the program, including in any promotional or marketing materials, customer lists, or business presentations, without the advance written approval of Commission.

(h) Publications and Materials

(1) Use of THTP Materials is limited to a regional organization's participation in the THTP, as determined by Commission.

(2) The Commission will be solely responsible for the development, revisions, printing, reprinting, distribution, storage, and fulfillment of the Texas Heritage Travel Guide ("Travel Guide") as allowed by program funding. Regional organizations may request copies of the Travel Guide and other agency heritage tourism guides or products for their use or distribution, as inventories allow.

(3) The Commission, at its sole discretion, may solicit and accept sponsorship or advertising in heritage tourism guides or products to offset the costs of production, printing, and distribution. The Commission may consult with regional organizations on revisions or future versions of guides and materials. Regional

organizations may suggest revisions or updates related to their respective regions in future versions of the guides and materials in accordance with the terms of the contract.

(4) A regional organization may produce and distribute publications or materials independent of The Commission that serve the mission of the regional organization and the THTP, in accordance with the contract between the regional organization and The Commission.

(i) The Commission shall establish guidelines and requirements for the use of agency-provided websites and digital applications by the regional organizations.

(1) The websites and digital applications shall be operated in accordance with the guidelines and requirements.

(2) Content shall conform to the requirements of the contract, content management system, customary professional standards, and any other guidelines developed and distributed by The Commission for the THTP.

(3) The focus of the websites and digital applications shall be on providing curated, non-commercial information for the heritage tourism market. The Commission shall have decision-making authority and editorial control over the information included on any of the websites and digital applications, and the manner and form in which it is included.

30.6. Reporting, records, and planning.

(a) Regional organizations shall operate under a comprehensive and detailed Scope of Work and Budget, which will be incorporated by reference into the contract. The Scope of Work and Budget provide a blueprint for activities, reinforces accountability, and measures the success of the regional organization. The focus of the work, conducted in accordance with the Scope of Work, shall be the development, promotion, and other support for heritage tourism and historic sites.

(b) Regional organizations shall submit the Scope of Work and Budget for Commission review and approval prior to the beginning of the fiscal year covered by the Scope of Work and Budget. Documents submitted for review and approval shall be submitted according to a schedule and format approved by The Commission.

(c) Regional organizations shall submit periodic reports on its activities as outlined in the Heritage Trail Region's Scope of Work. Reports shall be due according to a schedule and format approved by The Commission.

(d) Each regional organization shall submit an annual report on its activities to THC, that includes narratives relating to the impact of the work to the mission of the regional organization. Each annual report shall cover the activities of the prior state fiscal year and is due to The Commission no later than November 30th of each year unless otherwise specified by the THC prior to September 30th of each year.

(e) Upon termination of a regional organization's participation in the THTP, the regional organization shall submit a report equivalent to the annual report covering the unreported period, if any, prior to termination.

(f) Either within the annual report or as a separate document submitted on the same schedule as the annual report, regional organizations shall provide THC with a financial accounting of its revenue and major expenditures during the state fiscal year.

(g) Regional organizations shall maintain financial and operational records in accordance with best practices for nonprofit organizations. The Commission, or an authorized representative of the state, may request documentation from, or inspection of, a regional organization's records in accordance with state law requirements.

30.7. Branding and use of intellectual property.

(a) The Commission shall establish guidelines and requirements for the use of agency and THTP branding, marks, and intellectual property by the regional organizations.

TEXAS HISTORICAL COMMISSION

Texas Administrative Code
Title 13 Cultural Resources
Part II Texas Historical Commission
Chapter 21 History Programs
Subchapter B Official Texas Historical Marker Program

§21.12 Marker Text Requests

- (a) A request for a review of the text of any marker that is the property of the State of Texas and which falls under the jurisdiction of the Texas Historical Commission (“Commission”) may be submitted to dispute the factual accuracy of the marker based on verifiable, historical evidence that the marker:
- (1) Includes the name of an individual or organization that is not spelled correctly;
 - (2) Includes a date that is not historically accurate;
 - (3) Includes a statement that is not historically accurate; or
 - (4) Has been installed at the wrong location.
- (b) A request for review of marker text shall be submitted on a form provided by the Commission for that purpose, accompanied by no more than 10 single-sided pages of supplemental material printed in a font size no smaller than 11.
- (c) Marker review requests shall be submitted to the Commission at 1511 Colorado St., Austin, TX 78701; by mail to P.O. Box 12276, Austin, TX 78711; or by email to thc@thc.texas.gov. The Commission will send a copy of the request and supporting materials to the County Historical Commission (CHC) for the county in which the marker is located, return receipt requested. In the absence of a formally-established CHC, a copy will be submitted to the county judge, return receipt requested.
- (d) The CHC or county judge shall have 10 days from the date of receipt of the request to submit a response to the Commission if they wish to do so. The CHC or county judge’s response shall consist of not more than 10 single-sided pages of material printed in a font size no smaller than 11 and shall be signed by the chair of the CHC or by the county judge.
- (e) Within 20 days of receiving the CHC or county judge’s response to the request, or within 30 days of receiving the request itself if there is no CHC or county judge response, the marker staff at the Commission shall review the information submitted and respond to the requestor and to the CHC or county judge with the marker staff recommendation in writing, return receipt requested.

- (f) During the period previously referred to in Section (e), marker staff may choose to refer the request to a panel of professional historians for a recommendation.
- (g) The panel will consist of three professional historians: 1) the State Historian appointed by the Governor pursuant to Texas Government Code Section 3104.051; 2) the historian appointed by the Governor to serve on the Commission pursuant to Texas Government Code Section 442.002; and 3) a professional historian selected by these two historians from the faculty of a public college or university upon receiving the request. If no professional historian has been appointed by the Governor to serve on the Commission, the Governor's appointed chair of the Commission or the chair's designee will serve on the panel in place of that individual. In reaching its decision, the panel will review the same information reviewed by the marker staff, as well as any additional information provided by marker staff, which shall be no more than 10 single-sided pages of supplemental material printed in a font size no smaller than 11. The panel shall be chaired by the State Historian who shall determine whether the panel will meet in person or deliberate through electronic or other means.
- (h) The panel shall develop a written recommendation supported by at least two of its members. The written recommendation of the panel will be delivered to the marker staff no later than 30 days following the panel's receipt of the background materials as provided above. If the panel is unable to develop such a recommendation, the panel chair shall so report in writing to the Commission's marker staff within the same 30-day period. Marker staff will consider the panel's report and send their final recommendation to the requestor and to the CHC or county judge within 15 days after receiving the panel's report, return receipt requested.
- (i) If the requestor, or the County Historical Commission or county judge are not satisfied with the marker staff recommendation, they may choose to file an objection with the Commission's History Programs Committee ("Committee"). Such objections must be postmarked no later than 5 days following receipt of the staff recommendation. If no such objection is filed, the marker staff or panel recommendation with accompanying marker text revisions will be placed on the next consent agenda of the Texas Historical Commission for approval.
- (j) Review of objections filed with the Committee shall be based on copies of the same information as was initially provided to the panel of historians under section (g) above. If the matter was not submitted to the panel of historians, the objection shall be based on the material previously submitted by the requestor or requestors and CHC or county judge to the marker staff under sections (b) and (d) above, and on any additional information provided by marker staff, which shall be no more than 10 single-sided pages of supplemental material printed in a font size no smaller than 11.
- (k) The Committee shall include the objection on the agenda of its next scheduled meeting, assuming said meeting happens at least 20 days after the objection is received by the Commission. If the 20-day deadline is not met, the objection shall be on the agenda of the following meeting of the Committee.
- (l) The Committee may choose to take public testimony on the objection, or not. If public testimony is invited, such testimony may be limited by the Committee chair to a period of time allocated per speaker, per side (pro and con) or both.

- (m) The decision of the Committee, along with any recommendation from staff and/or the panel, shall be placed on the consent agenda of the full Commission for approval.
- (n) If a request or objection is approved by the Commission, marker staff will determine if the existing marker requires replacement or if it can be corrected through the installation of a supplemental marker. The cost of such correction shall be paid by the Commission, subject to the availability of funds for that purpose.
- (o) With all approved requests or objections, THC marker staff will write the replacement text. Markers will be produced by the contracted foundry and production will be subject to the foundry's schedule.
- (p) The Commission will not accept subsequent requests or objections that are substantively similar to a request or objection that is already going through or has already gone through this request process. A decision not to accept a request or objection under this section may be made by the Executive Director.
- (q) A request for review may only be filed against a single marker, and no individual or organization may file more than one request for review per calendar year.

The Commission hereby certifies that the section as proposed has been reviewed by legal counsel and found to be a valid exercise of the agency's authority.