Texas State Preservation Board
Strategic Plan
Fiscal Years 2027-2031

AGENCY STRATEGIC PLAN

Fiscal Years 2027-2031

by

TEXAS STATE PRESERVATION BOARD

Board Member	Dates of Term	Hometown/Residence
The Honorable Greg Abbott Governor, State of Texas Chair	January 2015 to present	Austin
The Honorable Dan Patrick Lieutenant Governor, State of Texas Co-Vice Chair	January 2015 to present	Houston
The Honorable Dustin Burrows Speaker, Texas House of Representatives Co-Vice Chair	January 2021 to present	Lubbock
The Honorable Charles Schwertner Texas State Senator	April 2023 to January 2025	Georgetown
The Honorable Charlie Geren Texas State Representative	February 2025 to January 2027	Fort Worth
Alethea Swann Bugg Citizen Member	April 2025 to February 2027	San Antonio

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Rod Welsh

Rod Welsh
Executive Director

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AGENCY MISSION

The State Preservation Board preserves and maintains the Texas Capitol, Capitol Extension and Capitol Grounds, the 1857 General Land Office Building known as the Capitol Visitors Center, the Texas Governor's Mansion, and the contents of each property. The agency also operates and manages the Bullock Texas State History Museum, Texas State Cemetery, and Capitol Mall, and supports other legislative facilities under care of the agency. Additionally, the agency provides educational programs about Texas history, government, and culture to benefit the citizens of Texas and visitors to the state.

AGENCY GOALS AND ACTION PLANS

AGENCY OPERATIONAL GOAL 1. Facilities: Operate a facilities maintenance program that maintains agency facilities at a level of quality, efficiency, and reliability that reflects the expectations of all who visit the historic Texas State Capitol, Capitol Extension, Capitol Grounds, and all properties in the care of the State Preservation Board (SPB).

ACTION ITEMS:

1. ***Maintain a Facilities Renewal Projects Plan***: Maintain a five-, ten-, and twenty-year plan for facility renewal projects that encompasses the needs of all SPB-managed and operated facilities. Ongoing facility renewal projects include:
    - Capitol Building, Extension, and Grounds efforts:
        - Final phase of HVAC system upgrades, including automation and fire alarm system separation
        - Electrical transformer and electrical panel upgrades
        - Ongoing replacement of the fire system sprinkler pipes
        - Continued replacement of carpet in the Capitol Extension
        - Capitol drive and garage access security system upgrades and six-year maintenance, Phase 2 including garage wedge and all gates and doors
        - Capitol Grounds tree maintenance program, landscaping upgrades, and lighting maintenance and replacement
    - Ongoing operation, maintenance, and improvements to the Capitol Mall (transferred to the SPB in FY 2022, after the Texas Facilities Commission completed construction)
    - Implementation of corrective projects to address outstanding deferred maintenance needs in legislative buildings: Sam Houston Building (SHB), Robert E. Johnson Building (REJ), and John H. Reagan Building (JHR) (transferred to the SPB in FY 2024)

- Preservation, enhancement and upgrades to the Governor's Mansion complex.
- Continued upgrades to the Bullock Texas State History Museum's HVAC, boiler, and cooling towers to complete the system as originally planned, but left incomplete in original construction. This will include replacing systems improperly installed at time of construction.
- Modernization of the museum elevator system and fire control system upgrades and automation.

Additional facility renewal projects are planned for the museum, legislative office buildings, Governor's Mansion, and Texas State Cemetery. Completion of these projects will allow the SPB to maintain a facility renewal schedule that will provide long-term operation, maintenance, and preservation while minimizing unknown repair costs and downtime of agency facilities. *Target completion date: Ongoing.*

2. ***Renovate and Modernize Legislative Office Buildings:*** Oversee SHB construction and renovation project. Perform essential maintenance, deferred maintenance, rehabilitation, and repairs to extend the useful life of legislative office buildings and elevate them to Class A office space, similar to new buildings in the capitol complex. *Target completion date: August 2031.*

3. ***Increase Facilities Staff Skill Level****:* Through continuing education and cross-training, enhance the skill level and knowledge base of facilities staff to facilitate implementation of the renewal plan and projects. *Target completion date: Ongoing.*

<u>HOW THE FACILITIES MAINTENANCE PROGRAM SUPPORTS THE STATEWIDE OBJECTIVES</u>:

The agency's focus on long-term reliability and efficiency in all aspects of facilities management provides a cost-effective level of maintenance, repair, and preservation that ensures long-lasting results for the state of Texas.

Agency facilities goals are property-specific and mirror the goals of the agency, specifying the level of service required as well as the level of historic finish and protection that must be maintained for each property. A comprehensive preventive maintenance program enables staff to address issues on a planned schedule. This approach reduces costly system failures and supports uninterrupted business operations. Cost-effective methods are used to manage expenses, and the division identifies and eliminates redundant or inefficient work.

The agency's Facilities Division is constantly measured and evaluated for opportunities to improve efficiency and provide fast, effective, and high-quality service to all customers while maintaining a unique set of facilities. All planned projects within the renewal plan directly extend the life of the Texas Capitol, Capitol Extension, and Capitol Grounds, as well as all other facilities under the agency's purview.

Customer service is the core goal of the Facilities Division and constant improvement is key to maintaining a noticeable level of success. Training, communication, and a solid knowledge base of all systems provides the ability to constantly improve and adapt, while maintaining a clear, timely, and accurate response rate to building occupants and visitors. The division offers a service line 24 hours, 7 days a week to allow occupants to request help and report issues anytime, and tracks and monitors help desk tickets electronically to ensure delivery of timely services.

The efforts of the Facilities Division are evident to occupants of and visitors to SPB maintained facilities through the extremely clean and well-maintained appearance and functionality of the properties.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

Additional funding may be needed to fully modernize the SHB and elevate it to Class A office space similar to other new buildings in the capitol complex. An adjustment of the renewal schedule will be completed prior to the 90th Legislative Session to accommodate for these constraints, along with timing of all new activities and projects.

AGENCY OPERATIONAL GOAL 2. Curatorial: Through the agency's Curatorial Division, continue the ongoing preservation, documentation, and interpretation of the historic Texas Capitol and Capitol Grounds, including all artifact collections. Care for and maintain ten historic spaces in the Capitol as well as the artifact collections, including artwork, furnishings, decorative arts, photographs, and ephemera.

ACTION ITEMS:

1. ***Maintain Historic Spaces***: Continue to maintain the historic spaces in the Capitol, including the renovation of the Supreme and Appeals Courtrooms and the Secretary of State's private office. *Target completion date: December 2028.*

2. ***Maintain Collections****:* Continue to maintain artifact collections, including agency historic properties and their stories, and provide information in a variety of formats such as exhibitions and the agency's websites. *Target completion date: Ongoing.*

3. ***Implement Agency Archive***: Implement the creation and systematic management of the agency's archive of historic documents and photographs for long-term maintenance and preservation of all subjects under SPB purview. *Target completion date: January 2028.*

4. ***Upgrade Curatorial and Agency Storage Areas Including an Archival Research and Reading Room:*** Plan and implement a new artifact storage area so that the 1999

existing agency warehouse can be used for the preservation of non-historic materials. Plans for an adjacent reading room would allow for the visual display of some collection items in archival storage. *Target completion date: January 2030.*

HOW THE CURATORIAL PROGRAM SUPPORTS THE STATEWIDE OBJECTIVES:

The agency's Curatorial Division supports the fundamental agency mission of education and preservation. Staff work diligently to exceed performance expectations. Although curatorial staff works with the visitor in mind, there is also a focus on Capitol occupants. Good customer service includes the need to communicate well with building occupants and their staff at all times. Curatorial staff are some of the most visible agency staff in the Capitol because they are often working in the Capitol site on projects the visiting public can easily view.

The three largest of the ten historic spaces in the Capitol – the Senate Chamber, the House Chamber, and the Legislative Reference Library – have been renovated since the 1990s full-building restoration. Both the Supreme and Appeals Courtrooms, as well as the Secretary of State’s private office, need to be renovated as well, including the looming of the custom reproduction carpet.

Restorations and routine repairs to artifact collection items are undertaken before problems become acute and thus more expensive. Because the collection is in use in the Capitol, it is important to keep the majority of it in working condition. Establishing the first agency Restoration Shop in 2025 and hiring a Curatorial Technician who repairs and maintains specialty items has given the division the opportunity to begin to address items in the collection as time and instruction permit. Identifying additional outside vendors, who help care for the artwork, is also very helpful. Although the Capitol renewal fund allows the agency to maintain the Capitol, some of the care, maintenance, and interpretation of the building and collections is funded by the agency’s enterprise operations, maximizing the use of the agency's earned income and minimizing the use of appropriated funds.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

During the 1990s Capitol restoration, the SPB used off-site rental warehouses as needed until a curatorial warehouse could be completed at the Visitors Parking Garage in 1999. Although this facility addressed the initial need for curatorial storage, it quickly became an agency warehouse that is now overcrowded. The new curatorial warehouse and archival reading room will separate the historic collection from other agency items that need to remain in the old warehouse, such as attic stock carpet, stone, and building materials, molds for hardware and fencing, non-historic items that need to be retained for study or future use.

AGENCY OPERATIONAL GOAL 3. Cemetery: Operate the Texas State Cemetery as the state's preeminent cemetery, honoring and commemorating distinguished and notable Texans who have contributed significantly to the history, culture, and development of Texas.

ACTION ITEMS:

1. ***Continue Implementing the Master Plan***: Complete the majority of construction projects in the Texas State Cemetery Master Plan, laying out the direction for all facility improvement projects, burial plot layouts, and future interments for the next thirty years. The master plan is a dynamic blueprint that will allow for adjustments to reflect the needs of the cemetery and the citizens of the state of Texas. *Target completion date: Ongoing.*

2. ***Continue Monument Conservation Efforts****:* Continue to institute a monument conservation program as determined by the Texas State Cemetery Master Plan, identifying and maintaining a proper maintenance and preservation schedule for all statuary, monuments, and grave markers at the cemetery. *Target completion date: Ongoing.*

3. ***Improve the Visitor Experience****:* Enhance the visitor experience by continuing to offer guided tours of the cemetery seven days a week, including specialty tours with topics such as Sports Figures, Notable Women, Trees, Military and Medal of Honor, Arts, and Texas Heroes. Additional enhancements include re-imagining the existing cemetery facilities into multi-purpose areas available to the public, revising and improving site signage, developing new printed visitor materials, and implementing a new exhibition in the Cemetery Gallery utilizing the artifact collection to tell an accurate and realistic story of the final resting place of legendary Texans. *Target completion date: August 2028.*

HOW THE TEXAS STATE CEMETERY OPERATION SUPPORTS THE STATEWIDE OBJECTIVES:

The implementation of the Texas State Cemetery Master Plan, focusing on long-term planning in all aspects of cemetery management, will provide a cost-effective level of maintenance, repair, and preservation and lasting results for the state of Texas. Providing the appropriate level of care for the cemetery's facilities and grounds, and services to the visiting public, is the basis for all cemetery operations.

The Texas State Cemetery is attentive to providing excellent customer service by respectfully assisting families, visitors, and the public with care and professionalism. Staff are responsive to questions and needs, ensuring a positive and meaningful experience for all visitors. The cemetery is also transparent by openly sharing information about its operations, history, and services with Texans. The cemetery website redesign, completed in 2025, assists with offering clear communication and information to the public to build trust and ensure accountability.

The combined goals of providing a final resting place for notable Texans and providing services to the visiting public, whether in person or through the website, honor the important nature of the cemetery.

AGENCY OPERATIONAL GOAL 4. Visitor Services: Through the operation of the agency's Capitol Square Visitor Services, offer engaging general information, specialty, and seasonal tours to the four historic sites – the Capitol, Capitol Visitors Center, Governor's Mansion, and State Cemetery – that place these important historic properties into an educational and relevant context.

ACTION ITEMS:

1. ***Expand Historic Site Tours**:* Continue to adapt information and delivery methods as necessary to provide building-specific interpretations and tours, as well as specialty and seasonal tours, at the Capitol, Capitol Visitors Center, Governor's Mansion, and State Cemetery.
    - **Capitol**: Review, update, and reinstate on a rotating basis the Women's tour, Veteran's tour, Hispanic Heritage tour, Trailblazing African American tour, and Architectural tour. *Target completion date: August 2027.*
    - **Capitol Visitors Center:** Create a high school level tour and revise the middle school level tour. *Target completion date: December 2027.*
    - **Governor's Mansion:** Update the general tour to include female Governors and create a holiday tour. *Target completion date: March 2028.*
    - **State Cemetery:** Introduce specialty tours to complement the popular All Hallows Eve tour, including such topics as sports, women, trees**,** military and Medal of Honor, arts, and Texas heroes*. Target completion date: August 2028.*

2. ***Expand Interpretation**:* In consideration of both physical and virtual visitors, complete the planning phase of the renovation of both the Capitol Visitors Center and the Capitol Visitors Center's website. Exhibitions will include STREAM (science, technology, reading, engineering, arts, and mathematics) learning opportunities. *Target completion date (for planning phase): December 2027.*

3. ***Provide Ongoing Facilities Support**:* Provide vital personnel support services during any historic site renovation project that requires occupant moves, and other agency initiatives as needed. *Target completion date: Ongoing.*

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

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

Capitol Square Visitor Services supports the fundamental agency mission of education every day. All staff work diligently to exceed expectations. Review and evaluation of tours is ongoing and thorough. All Visitor Services staff are trained to work with the public and provide an exceptional customer experience at all times, putting visitors first. If a problem occurs, staff members work to correct it and share experiences with colleagues. The division provides feedback opportunities for visitors to share experiences using the on-site and online survey options, and responses are used to improve customer service.

The Capitol Visitors Center exterior building renovation is complete. Donated funds will be used to address the building's exhibitions for the first time in over twenty years for program updates. These needed upgrades to the exhibits and programming will be welcomed by the many schoolchildren and families who visit each year.

AGENCY OPERATIONAL GOAL 5. Museum: Operate the Bullock Texas State History Museum to illuminate Texas history for the benefit of all. Offer exceptional and relevant educational programming through events, films, dynamic interactive exhibitions, and the museum website.

ACTION ITEMS:

1. ***Strengthen Financial Stability:*** The museum monitors financial performance, manages expenses, and adjusts strategies to remain financially stable. The museum is supported primarily through revenue, grants, donations, and, as of the 88th Legislature (2023), an endowment for infrastructure projects. Endowment funds became available for projects in FY 2026. This funding has proven to be a critical source of support for the growing need for repairs and maintenance of the 25-year-old building and grounds. Each year, funding for specific educational projects and programs is raised by the Texas State History Museum Foundation, a 501(c)(3) independent charity, which identifies private funding resources to offset annual expenses. State appropriations supplement the museum's budget; currently, 29 of the 85 full- and part-time staff positions required to efficiently operate the museum are funded by the state. The SPB provides services including finance, legal, audit, human resources, facilities and housekeeping staff,

utilities, and building maintenance. In 2027, the museum will review its contracts with IMAX® Corporation, the café operator, and catering providers as they approach expiration to assess their value and determine how to position the agency for new proposals. For its annual operating budget, the museum must continue to identify grants and additional sources of revenue to meet increasing expenses. *Target completion date: Ongoing.*

2. ***Renovate the Ranching Section of the Texas History Galleries:*** With support received from the 89th Legislature (2025) and fundraising by the Texas State History Museum Foundation, the museum will triple the square footage of the ranching section of its main galleries. Scheduled to open in spring 2028, the expanded experience will present a multi-dimensional approach through tactile and innovative media experiences, authentic artifacts, and first-person narratives that meet Texas social studies standards. *Target completion date: May 2028.*

3. ***Meet the Museum Strategy and Sustainability Goals:*** Implement the museum's Strategy and Sustainability Goals updated in FY 2026. Meet the museum's mission by honing on-site and online events, experiences, and programs targeted to educators, families, and members, and by investing in staff retention. *Target completion date: Ongoing.*

4. ***Build Infrastructure Projects:*** Projects slated for renovation and modernization beginning in FY 2028 include build-out of the Austin Room, renovation of the museum store, enlargement of the distance learning studios, a new parking garage system, and updates to the exterior of the building, including the Star Plaza on the Capitol Mall. *Target completion date: August 2029.*

5. ***Develop Plans for Allocated Space in the George H. W. Bush State Office Building:*** The SPB was allocated approximately 40,000 square feet in the Bush Building to be developed on behalf of the state. Potential options for the space include a cultural venue, a state artifact conservation and restoration lab, or other educational outreach learning center. To determine the most beneficial use, the SPB should study, evaluate, and plan options for consideration that would result in the most beneficial use of the space. The plan will also evaluate potential culture and revenue generating options for the museum. *Target completion date: August 2030.*

6. ***Plan for the 2036 Texas Revolution Bicentennial Celebration***: In anticipation of the 200th anniversary of the Texas Declaration of Independence, the museum will begin planning programming and exhibitions that highlight this momentous occasion. *Target completion date: Ongoing through 2031.*

HOW THE OPERATION OF THE BULLOCK MUSEUM SUPPORTS THE STATEWIDE OBJECTIVES:

The museum exists solely to serve the public, maintaining relevance to Texas communities and encouraging learning about Texas in person and online. Museum annual programs and operations remain mission-based and are supported primarily through revenue streams, grants, and donations. The museum works with the Texas State History Museum Foundation, a 501(c)(3) independent charity, to identify funding resources to support museum programs at a nationally recognized level of excellence consistent with representing the state of Texas. Earned revenue streams and fundraising from private sources currently account for more than 80 percent, on average, of the museum's annual operating budget. The state provides additional funding for special projects such as infrastructure and underwriting field trip costs so the museum can continue to provide free exhibit admission to school groups. Strict budget planning, prioritization, and management ensure no waste.

The Bullock Museum remains the state's premiere museum for all things Texas. The museum plans and implements accessible educational programs for audiences of all ages, requiring well-trained educators and professional staff. The museum strives to provide excellent stewardship of available resources to create exceptional experiences that highlight the history of the state, connecting that history to the present as a foundation for the future. Evaluated annually, museum admission and fees stay within affordable levels and represent the value of the experience provided to visitors. With help from sponsors, the museum offers free gallery admission days throughout the year, teacher resources and enrichment opportunities, and free admission to active military families during summer months.

The core function of the museum is to create experiences that educate, engage, and encourage a deeper understanding of Texas. To ensure a high-quality experience, the museum generates revenue to support annual operating expenses, and maintains a professional, highly trained staff to accomplish its mission. Program data is tracked and continually reviewed to ensure exhibitions, films, and programs reflect expert leadership in the museum field and best use of resources while maintaining appeal to the general public. The museum surveys constituents and reviews feedback to better understand visitor perception, use, and future needs to promote Texas history.

Staff engagement contributes to positive visitor experiences by consistently representing the hospitality of Texas as well as its history. While these efforts are reflected in the work of all team members, it is particularly demonstrated by those in frontline positions, such as visitor services, housekeeping, and facilities, as those first encounters set the tone for the guest experience. The museum's educational website, distance learning programs, and on-demand content allow Texans and out-of-state visitors alike to engage with the museum, regardless of location. In addition, all exhibition labels, media experiences, brochures, and maps are available in English and Spanish to serve a larger audience.

<u>OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM</u>:

Since opening in 2001, the Bullock Museum has served over 11 million in-person visitors and has reached over 11 million users online. Young Texans have been served through distance learning and onsite programming, reaching over 45,000 students a year. The most significant challenge continues to be the ability to generate sufficient revenue to support exceptional programming, staff salaries, and rising exhibition and programming costs. The pay difference between private and state museums must remain competitive or the Bullock Museum will risk losing valuable institutional knowledge, its most valuable resource, to private entities. In addition, while revenue is returning to pre-pandemic levels, expenses continue to rise. The museum must invest more in marketing, and programming that generates revenue.

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

<u>ACTION ITEMS</u>:

1. ***Complete the Renovation of the Bullock Museum and Capitol Visitors Center Gift Shops:*** The redesign and enhancement of the gift shops' layouts, fixtures, interiors, and traffic flows will provide increased revenue for the agency and a better overall customer experience for shoppers. Revenue increased significantly after the remodel and launch of the Capitol Extension store in January 2017; the agency's return on investment was realized within a year. Recently, the Retail Division was given approval to proceed with a proposed remodel for the museum store. Updating the store's layout, lighting, fixturing, paint, carpet, and interior graphics will increase revenue by providing museum customers and members with an upgraded and modern shopping experience. The Capitol Visitor Center (CVC) store is also due to be remodeled as it is also well over 25 years old. Because the store is housed in a historical building, updates would be limited to redesigned layouts, lighting, front counter placement, and fixtures which would provide greater ease of shopping and enhanced displays for specific merchandise. The CVC store caters to both educators as well as school age children visiting the Capitol, and this particular customer base should be addressed in any design developed. While retail traffic has returned to the SPB's brick-and-mortar retail locations, the age of the facilities has been detrimental to maximizing sales. *Target completion date: 2027-2030; dependent upon both agency and museum endowment funding.*

2. ***Grow Ecommerce Business:*** Overall, Capitol visitor numbers have not returned to pre-pandemic levels, and with many capitol complex potential customers now working from home with some frequency, thereby limiting gift shop foot traffic in general, it is imperative that the Retail Division continually explore ways to further grow the ecommerce business. Over the next five years, the Retail Division will further hone direct marketing efforts to ensure the profitability of outreach efforts. Areas of focus include target marketing, acquiring specific customer lists to optimize revenue generation, and continuing the growth of the Texas Awards (TXAwards) program, Legislative and Corporate Gifts programs. This can be achieved by the development of specialized/proprietary programs for key Texas agencies as well as targeting Legislative and Corporate Gifts programs. *Target completion date: Ongoing.*

3. ***Expand Retail Warehouse Space to Support Ecommerce Business:*** Currently, the retail warehouse is at capacity which creates a challenge during peak season. To continue to grow the ecommerce business long term, and achieve revenue goals through 2031 and beyond, the division will need space to house additional products to support identified growth opportunities (including imported proprietary products that require larger buys). Additional space will also allow the division to maintain customer service levels and on-time shipping goals. With the agency's overall growth and expansion plans to various locations, perhaps additional space can be found in the current Visitors Parking Garage warehouse that will allow for this needed expansion. *Target completion date: 2027-2029.*

4. ***Continued Growth of the Texas Awards Program and the Legislative and Corporate Gifts Program:*** The Retail Division has continued to experience significant growth in the TXAwards program, which is the online gift program that caters to other state agencies in terms of recognizing years of service for employees. Over the last several years, the program has grown from roughly 6 agency partners to 19; the goal is to develop at least 35 TXAwards partners by 2031 by developing higher end gifts specifically sourced for 30+ year employees and retirees at these agencies. Another area of identified growth is to further develop our Legislative and Corporate Gifts program. In session years, legislators often purchase end of session gifts in recognition of service on various legislative committees. For the 2025 legislative session, the division developed a wide-ranging program which was marketed to legislators starting in the spring of 2024. A special website was developed to highlight suggested gift options, and product "look-books" were available at the Capitol Extension store, which were available to legislative offices to peruse gift options and price points. Developing a program of this nature will take time, but with increased and refined marketing, growth should follow. The Retail Division will work to expand programs of this nature, which have the potential to expand outreach across the state and potentially reduce dependance on day-to-day foot traffic within the capitol complex. *Target completion date: Ongoing.*

5. ***Develop Retail Kiosks for Capitol Mall Visitors:*** With the Capitol Mall project nearing completion, the Retail Division is considering options to drive additional sales by

capitalizing on increased foot traffic throughout the complex. A financial investment from the SPB would be needed to design and develop retail kiosks, which would feature proprietary merchandise designed to support specific events, as well as sundry items including tee shirts, water, caps, and souvenirs; specific Capitol or Austin related items would be considered for the assortment. *Target completion date: 2027-2030; this will be done in conjunction with the museum store remodel as vendors will already be engaged.*

6. ***Explore Marketing and Tourism Opportunities for the Capitol Complex Revenue Programs:*** Over the last several years, traffic to the Capitol and Bullock Museum has improved but has not fully returned to pre-pandemic levels in all locations, which can be attributed to several reasons, including but not limited to more business being conducted virtually, school groups having less funding for field trips, less international visitors to the Austin area, the development of remote work policies for state agencies in the capitol complex, and rising costs resulting in less disposable income for travel and retail purchases in general. To drive foot traffic back into the capitol complex, the SPB could consider investing in an all-encompassing marketing and tourism program to essentially market the Capitol and its surrounding historic and cultural properties via the internet, billboards, or print publications. Not only would such a program promote Texas history, but it would also help bring visitors into the capitol complex and ultimately increase revenue for the SPB's various enterprise businesses including the gift shops, the parking garage, Capitol Grill, and Bullock Museum. *Target completion date: December 2027.*

<u>HOW THE OPERATION OF THE RETAIL SHOPS SUPPORTS THE STATEWIDE OBJECTIVES</u>:

The Retail Division is a self-sustaining enterprise operation with 100 percent of its net revenues benefiting the Capitol and Bullock Museum and educational programs related to the history of Texas. Because the current retail environment remains volatile, the need to continuously streamline and improve operational efficiencies has never been more important. Overall traffic within the capitol complex continues to be inconsistent, and as a non-traditional retail destination, results are dependent upon visitors to the Capitol as well as to the Bullock Museum store locations. Efforts to streamline operations over the past year have focused on analyzing specific staffing needs, as well as focusing marketing efforts on Capitol Mall visitors and downtown hotel guests to promote the gift shops and their unique offerings to a wider audience. Additionally, the agency has made an aggressive effort with direct emails, highlighting new products year round as well as promotional activities during the holiday timeframe.

All in-store and online products are continuously evaluated to provide an assortment of Texas-themed products which offer both value and quality. Categories of merchandise are tracked and analyzed based on sales revenue and gross margin dollar contribution (profit). The division's current point-of-sale system allows visibility to a daily dashboard, which measures key performance indicators in real time and can be tracked by the week, month, or year. This gives the team access to current revenue trends and the overall store profitability by location and can easily assess the profitability of both vendors and products. Discussions are taking place regarding the possibility of replacing the current point-of-sale system with a more robust platform that could offer better inventory management, thus increasing inventory turnover rates.

The retail team continues to focus product development efforts on a wide variety of proprietary products, as well as showcasing products specifically made in Texas, by Texas artisans. Selected products offer both value and quality and include pottery, home décor, jewelry, and Texas foods. The team also places great emphasis on developing specialized products to tie in with relevant Bullock Museum exhibits, with the goal of capitalizing on the sales that can be achieved through the more popular exhibits (Sharks, Carros Y Cultura, and T-Rex) and mitigate markdowns on less popular exhibits that may lend themselves solely to books or educational merchandise.

The retail staff prides itself on the effectiveness of its customer service efforts whether through in-store customer interaction or through the online websites which are serviced through the agency's warehouse operation. Customers are consistently served in a professional and friendly manner, with a strong emphasis on timely fulfillment of requests and shipping needs.

OTHER CONSIDERATIONS RELEVANT TO THE GOAL OR ACTION ITEM:

The Retail Division is not a traditional operation but rather operates with the goal of funding preservation and educational programs within the Capitol and the Bullock Museum. Over the last several years the Retail Division has faced pressure on profits. The main challenges have come from continued cost increases, which began during the pandemic and have continued across all product lines. Those cost increases, combined with tariff charges, have priced certain categories out of reach; at the same time experience has taught that there is a certain threshold that customers simply will not cross. With those constraints, products that are affordable and offer value to customers are prioritized.

Challenges faced by the Retail Division align with what is happening nationally to similar brick-and-mortar retail locations and even restaurants. Although the Capitol is a strong niche market, it is not immune to the pressures and challenges plaguing retailers across the country today which include increases on products, shipping supplies, and freight; payroll (to compete for quality personnel in the Austin area); and less spending power on the part of the consumer due to inflation. The bottom line is that the Retail Division continues to be affected by a myriad of unpredictable and volatile issues and yet remains profitable while sustaining the agency's mission to be a self-funded enterprise business.

The retail team in recent years has been approached about procuring merchandise from the Texas Department of Criminal Justice (TDCJ) Texas Correctional Industries, however, current law provides that TDCJ products cannot be sold in retail locations. The products made through the TDCJ program are unique, high-quality pieces offered at an advantageous price, and would certainly benefit the SPB's retail locations in terms of sales and profitability. The assortments in the Capitol and Bullock Museum gift shops would be greatly enhanced by carrying TDCJ made products, but this would require legislative action.

AGENCY OPERATIONAL GOAL 7. Administrative Support: Cultivate a positive, high-performing work environment with an engaged, skilled workforce that effectively supports agency operations and project delivery.

ACTION ITEMS:

1. ***Cultivate an Engaged Workforce***: Strengthen the agency's ability to deliver responsive and effective services by supporting a capable and engaged workforce through targeted recruitment and retention initiatives. Enhance the agency's commitment to attract and retain qualified employees by modernizing and streamlining the hiring process, including the implementation of CAPPS Recruit. (The SPB requested the CAPPS Recruit Module from the Comptroller's Office in November 2024 and is currently awaiting scheduling for system deployment.) *Target completion date: Ongoing.*

2. ***Improve Agency Efficiency:*** Manage and support agencywide implementation of the State Auditor's Office's efficiency audit detailing opportunities for improvement. Recommendations include evaluating opportunities to digitize records to make access more efficient and leveraging CAPPS reports and query data to improve the efficiency of performance measure monitoring. These and other changes will be considered as part of the agency's preparations for Sunset Commission review which is scheduled to begin after the 2027 Legislative Session. *Target completion date: 2029*.

3. ***Complete Alamo Commission Transition:*** Prepare to onboard the administrative support duties associated with the Alamo Commission (Gov. Code, Sec. 443A.003). Work with the General Land Office and Alamo commission staff to ensure a seamless transition. *Target completion date: 2030.*

4. ***Continue to Support and Guide Agency Contract Managers:*** The agency is staffed by one half-time purchasing employee and four full-time program division employees who are Certified Texas Contract Managers (CTCM); the required certifications were obtained through the Texas Comptroller of Public Accounts (CPA). The lead purchaser is a Certified Texas Contract Developer (CTCD) and the part-time purchaser holds both certifications (CTCM and CTCD). Four Facilities Division employees also hold CTCM

certification. To obtain and maintain these certifications, the following training courses and professional development activities were completed:

- CPA Ethics, Laws, and Professional Standards
- CPA Request for Proposal Best Practices
- Web-based training and webinars directly related to purchasing policies, procedures, and best practices

This training ensures that the procurement staff and program staff heavily involved in managing contracts continue to follow state of Texas best practices and comply with statutory requirements and sound contract management practices. *Target completion date: Ongoing.*

<u>HOW THE OPERATION OF FINANCE, PROCUREMENT, HUMAN RESOURCES, AND INFORMATION TECHNOLOGY SUPPORTS THE STATEWIDE OBJECTIVES</u>:

The SPB is committed to keeping a qualified workforce with the education, experience, and expertise necessary to deliver efficient and effective services to the state of Texas. By recruiting and retaining skilled professionals, the agency promotes operational excellence, responsible stewardship of taxpayer resources, and high-quality service to the public. To further improve recruitment efforts and expand access to qualified applicants, the agency will continue to pursue implementation of CAPPS Recruit.

SPB staff consistently perform at the highest level to maintain the beauty and appeal of the Texas Capitol, Bullock Museum, Texas State Cemetery, and other agency properties, demonstrating the SPB’s commitment to excellent customer service, even amid ongoing recruitment and retention challenges.

The agency’s inability to offer competitive salaries has contributed to high turnover in critical positions, including facilities, accounting, and purchasing. The rising cost of living in the Austin area has further limited the agency’s ability to recruit across all roles, particularly in lower-wage positions. As of September 1, 2025, 62 percent of the agency’s workforce earns less than $60,000 annually. Additionally, 46 percent of agency positions are roles that are widely available throughout the Austin area, making it difficult to attract candidates to downtown positions when comparable employment opportunities exist closer to where potential employees live. These positions include customer service representatives in the tour guide office, museum, and retail gift shops, as well as roles within the custodial, maintenance, and groundskeeping divisions. Recruiting and retaining qualified staff is essential to supporting the agency’s operations, managing its expanding portfolio of properties and projects, and advancing ongoing process improvement efforts.

To effectively implement audit recommendations, improve processes, support the Alamo Commission transition, and prepare for Sunset Commission review, the agency must recruit and retain qualified and skilled employees.

REDUNDANCIES AND IMPEDIMENTS

A. ***Allow Capitol Gift Shops Access to Texas Department of Criminal Justice (TDCJ) Products***	
Service, Statute, Rule, or Regulation	Government Code Chapter 497.010; Offense: Sale or Offer of Sale of Prison-Produced Articles or Products.
Describe Why the Service, Statute, Rule, or Regulation Is Resulting in Inefficient or Ineffective Agency Operations	Current statute prohibits the agency from working with the TDCJ to produce products for resale in the Capitol and Museum gift shops.
Provide Agency Recommendations for Modification or Elimination	Requires legislation. Add an exception to the code to allow for the resale of prison-produced products in SPB retail operations.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Selling TDCJ products will generate additional revenue for both the SPB and TDCJ.

B. ***Eliminate Redundant Reporting Requirement***	
Service, Statute, Rule, or Regulation	Government Code Chapter 2101.0115; Other Information Required of State Agencies.
Describe Why the Service, Statute, Rule, or Regulation Is Resulting in Inefficient or Ineffective Agency Operations	The required annual report of non-financial information contains duplicative information available in other reports or from other sources.
Provide Agency Recommendations for Modification or Elimination	Since the required information is available in other reports or from other sources, the report required in Gov. Code 2101.0115 could be eliminated.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Eliminating this report will save staff time and reduce duplicate reporting of data.

SUPPLEMENTAL SCHEDULE A
BUDGET STRUCTURE

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

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

Outcome Measures:
Percent of Maintenance Work Orders Completed Correctly
Percent of Housekeeping Tasks Completed Correctly
Percent of Surveyed Capitol Facilities Customers Expressing Overall Satisfaction with Services Received
Percent of Historical Items Maintained in Usable Condition

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

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

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

Output Measures:
Number of Responses for Maintenance Services
Number of Responses for Housekeeping Services
Number of Preventive Maintenance Work Orders Completed

Efficiency Measures:
Cost Per Building Square Foot of Custodial Care
Cost Per Acre of Grounds Care
Average Number of Hours to Respond to a Service Request

Explanatory Measure:
Percent of Facilities Contract Terms Met

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

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

Efficiency Measure:
Cost Per Acre of Cemetery Grounds Care

A.1.4. Strategy: Senate Facilities Maintenance and Improvements.

A.1.5. Strategy: House Facilities Maintenance and Improvements.

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

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

Output Measures:
Number of School-Age Tours Conducted at the Capitol Visitors Center
Number of Visitors to the Capitol Visitors Center
Number of Persons Participating in Capitol Tours
Number of School-Age Tours Conducted at the Capitol

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

Output Measure:
Number of Users of the Museum's Statewide Education Outreach Initiative Website

Explanatory Measures:
Number of Visitors to the Museum
Number of School Student Visits to the Museum
Revenue Received from Museum Operations
Number of Distance Learning Participants
Number of Museum Programs Conducted
Number of Schools Using the Museum's Educational Programs

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

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

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

Explanatory Measures:
Percent Change in Revenues
Revenue from Licensed Vendors in the Capitol
Net Income from the Capitol Gift Shops
Income Received from Parking Operations

B. GOAL: Indirect Administration

B.1 OBJECTIVE: Indirect Administration

B.1.1 Strategy: Indirect Administration

GOAL: MAXIMIZE TEXAS ASSETS & PRESERVE THE ALAMO - Support public education funding and Texas history by maximizing the value of state-owned lands and minerals. Preserve, protect, and defend the Alamo.

OBJECTIVE: ALAMO COMPLEX - Maintain oversight of the Alamo and Alamo Complex.

Strategy: PRESERVE AND MAINTAIN THE ALAMO and ALAMO COMPLEX - Preserve, maintain and restore the Alamo Complex and its contents and the protection of the historical and architectural integrity of the exterior, interior and grounds of the Alamo complex.

Output Measures:
Number of Alamo Shrine Visitors
Number of Alamo Gift Shop Visitors
Alamo Gift Shop Revenue in Dollars

Efficiency Measure:
Operational Cost Per Visitor
Alamo Net Revenue Per Visitor

Supplemental Schedule B
List of Measure Definitions

A. GOAL:	**Manage the State Capitol and other designated buildings, their contents and their grounds and promote Texas history.**
A.1. OBJECTIVE:	**Preserve and maintain 100 percent of the buildings, their contents and their grounds.**

Outcome Measure:	**Percent of Maintenance Tasks Completed Correctly**
Definition:	Maintenance work orders completed correctly in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, Bullock Texas State History Museum, Governor's Mansion, Texas State Cemetery and on their grounds expressed as a percentage of total work orders completed.
Purpose:	This measure quantifies the agency's ability to provide quality assurance in performing maintenance duties and grades the agency's effectiveness in providing quality maintenance services.
Data Source:	Supervisors will routinely take a stratified random sample of all maintenance tasks performed and review them for quality assurance with either a passing or failing grade. The data is derived from worksheets prepared by the agency which are utilized by supervisors during the inspections.
Methodology:	The measure will be calculated by taking the number of maintenance work orders inspected by supervisors and performed correctly divided by the total number of maintenance work orders inspected.
Data Limitations:	The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.
Calculation Method:	Non-cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

Outcome Measure:	**Percent of Housekeeping Tasks Completed Correctly**
Definition:	Housekeeping tasks completed correctly in the Capitol, Capitol Extension, 1857 GLO Building, and on their grounds expressed as a percentage of total tasks completed.
Purpose:	This measure quantifies the agency's ability to provide quality assurance in performing housekeeping duties and grades the agency's effectiveness in providing quality housekeeping services.
Data Source:	Supervisors will routinely take a stratified random sample of all housekeeping tasks performed and review them for quality assurance with either a passing or failing grade. The data will be derived from worksheets prepared by the agency which are utilized by supervisors during the inspections.

Methodology:	The measure will be calculated by taking the number of housekeeping tasks inspected by supervisors and performed correctly divided by the total number of housekeeping tasks inspected.
Data Limitations:	The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Outcome Measure:	**Percent of Historical Items Maintained in Usable Condition**
Definition:	Historical items maintained in usable condition expressed as a percentage during the fiscal year quarter of total items in the Capitol historical collection.
Purpose:	This measure quantifies the agency's ability to ensure the historical collection is being maintained in its proper condition and that these maintenance services are consistent with providing quality care to the artifacts and the occupants.
Data Source:	This measure is derived from the agency database of historical artifacts which is continually updated by the Curatorial staff.
Methodology:	The measure will be calculated by taking the number of items in use or in usable condition in the warehouse awaiting use during a fiscal year quarter, divided by the total number of items in the collection.
Data Limitations:	The agency database provides precise numbers. However, the decision of whether or not to release an item for use is based on the judgment of professional staff, and therefore will have a degree of subjectivity.
Calculation Method:	Non-cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

Outcome Measure:	**Percent of Surveyed Capitol Facilities Customers Expressing Overall Satisfaction with Services Received**
Definition:	Percentage of surveyed Capitol and Capitol Extension occupants expressing overall satisfaction with customer service provided by agency staff or agency contractors for maintenance and custodial services.
Purpose:	This measure quantifies the agency's ability to provide effective customer service to building occupants.
Data Source:	Facilities managers will routinely take a random sample of all Capitol and Capitol

	Extension facilities service requests and review them for customer satisfaction with either a passing or failing grade. This data will be derived from worksheets prepared by the agency which are utilized by the managers during the reviews.
Methodology:	The measure will be calculated by taking the number of facilities service requests reviewed by managers and performed satisfactorily divided by the total number of facilities requests reviewed.
Data Limitations:	The determination of either a passing or failing grade is somewhat subjective, but is based on the judgment of professional staff.
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Percentage Measure:	Yes
Target Attainment:	Higher than target

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

Output Measure:	**Number of Repairs and Restorations of Historical Items Completed**
Definition:	Number of historical items which have been repaired or restored.
Purpose:	This measure quantifies the agency's ability to ensure the Capitol historical collection is being maintained in its proper condition.
Data Source:	This measure is derived from the agency database of Capitol historical artifacts.
Methodology:	This measure will be determined by calculating the number of items repaired/restored/conserved as determined from the agency artifact database.
Data Limitations:	None
Calculation Method:	Cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

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

Efficiency Measures:	**Cost Per Building Square Foot of Custodial Care**

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

Efficiency Measure:	**Cost Per Acre of Grounds Care**
Definition:	Cost per acre for grounds care on the Capitol Grounds.
Purpose:	This measure quantifies the agency's ability to ensure grounds service is being efficiently rendered.
Data Source:	The source of costs will include agency direct salary and supply expenditures and contracts let by the agency for grounds care services.
Methodology:	This measure will quantify the costs of performing grounds services and divide that by the number of maintainable acreage.
Data Limitations:	None
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Lower than target

Efficiency Measure:	**Average Number of Hours to Respond to a Service Request**
Definition:	Average number of hours for response to housekeeping or maintenance requests in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, Bullock Texas State History Museum, Governor's Mansion, Texas State Cemetery, and the legislative office buildings and their grounds.
Purpose:	This measure quantifies the agency's ability to efficiently respond to service requests from building occupants and users.

Data Source:	The data will be derived from reports of the facilities management system controlled by the Facilities Management Division of the agency.
Methodology:	This measure will be determined by calculating the number of hours for response to housekeeping or maintenance requests and dividing by the total number of requests.
Data Limitations:	None
Calculation Method:	Cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Lower than target

Explanatory Measure:	**Percent of Facilities Contract Terms Met**
Definition:	Percentage of surveyed Facilities Division contract requirements performed per the terms of the contract.
Purpose:	This measure quantifies the agency's ability to effectively manage contracts.
Data Source:	Facilities contract managers will take a random sample of all Facilities Division contracts and review all contract terms within each contract for compliance with either a passing or failing grade. The data is derived from contract management worksheets prepared for each contract.
Methodology:	The total number of reviewed contract terms met divided by the total number of contract terms reviewed.
Data Limitations:	None
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of Responses for Maintenance Services**
Definition:	Total number of service request work orders in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, Bullock Texas State History Museum, Governor's Mansion, Texas State Cemetery, legislative office building and their grounds.
Purpose:	This measure quantifies the amount of maintenance work being performed by the agency as a result of requests from building occupants and users.
Data Source:	This measure will be derived from reports of the facilities management system controlled by the Facilities Management Division of the agency.

Methodology:	The measure will be calculated by totaling the number of service request work orders.
Data Limitations:	Temporary failure of facilities management system.
Calculation Method:	Cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of Responses for Housekeeping Services**
Definition:	Total number of service request work orders for housekeeping services in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, legislative office building and on their grounds.
Purpose:	This measure quantifies the amount of housekeeping work being performed by the agency as a result of requests from building occupants and users.
Data Source:	This measure will be derived from reports of the facilities management system controlled by the Facilities Management Division of the agency.
Methodology:	The measure will be calculated by totaling the number of service requests.
Data Limitations:	Temporary failure of facilities management system.
Calculation Method:	Cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of Preventive Maintenance Tasks Completed**
Definition:	Total number of preventive work orders completed in the Capitol, Capitol Extension, 1857 GLO Building, Capitol Visitors Parking Garage, Bullock Texas State History Museum, Governor's Mansion, Texas State Cemetery, legislative office buildings and their grounds.
Purpose:	This measure quantifies the agency's commitment to providing ongoing preventive maintenance to the buildings in order to minimize the risk of major repairs and/or replacements to the critical equipment.
Data Source:	The measure will be derived from reports of the facilities management system controlled by the Facilities Management Division of the agency.
Methodology:	The measure will be determined by calculating the number of preventive maintenance work orders completed.
Data Limitations:	Temporary failure of facilities management system.

Calculation Method:	Cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

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

Efficiency Measure:	**Cost Per Acre of Cemetery Grounds Care**
Definition:	Cost per acre for grounds care on the Texas State Cemetery grounds.
Purpose:	This measure quantifies the agency's ability to ensure grounds service is being efficiently rendered.
Data Source:	The source of costs will include agency direct salary and supply expenditures and contracts let by the agency for grounds care services at the Texas State Cemetery.
Methodology:	This measure will quantify the costs of performing grounds services and divide that by the number of maintainable acreage.
Data Limitations:	None
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Lower than target

Output Measure:	**Number of School-Age Tours Conducted at the Texas State Cemetery**
Definition:	Number of school-age groups who take tours at the Texas State Cemetery conducted by Texas State Cemetery staff.
Purpose:	This measure quantifies the agency's ability to reach Texas school children who visit the Texas State Cemetery and educate them about the history of the cemetery.
Data Source:	The data will be maintained by Texas State Cemetery staff using a computerized scheduling system.
Methodology:	This measure will be determined by calculating the number of school-age tours conducted at the Texas State Cemetery.
Data Limitations:	Temporary failure of scheduling system.
Calculation Method:	Cumulative
Key Measure:	Yes

New Measure:	No
Target Attainment:	Higher than target

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

Output Measure:	**Number of School-Age Tours Conducted at the Visitors Center**
Definition:	Number of school-age groups who take tours at the Capitol Visitors Center conducted by Visitors Center staff.
Purpose:	This measure quantifies the agency's ability to reach Texas children who visit the Capitol and educate them about the history and use of the buildings.
Data Source:	The data will be maintained by Visitors Center staff using a computerized scheduling system.
Methodology:	This measure will be determined by calculating the number of school-age tours conducted at the Visitors Center.
Data Limitations:	Temporary failure of scheduling system.
Calculation Method:	Cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of Persons Participating in Capitol Tours**
Definition:	Number of persons who take tours conducted by Capitol Tour Guide staff.
Purpose:	This measure quantifies the agency's ability to reach visitors to the Capitol and educate them about the history and use of the buildings.
Data Source:	The data will be maintained by staff using a computerized system derived from statistics provided by tour guides.
Methodology:	This measure will be determined by calculating the number of persons taking tours conducted at the Capitol.
Data Limitations:	Failure of system. Staff error in headcounts.
Calculation Method:	Cumulative
Key Measure:	No

New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of Visitors to the Capitol Visitors Center**
Definition:	Number of visitors to the Capitol Visitors Center located in the 1857 GLO Building.
Purpose:	This measure quantifies the agency's ability to reach visitors to the Capitol and educate them on its historical significance and purpose.
Data Source:	This measure is derived from statistics maintained by the Visitors Center.
Methodology:	This measure is derived by calculating the number of visitors.
Data Limitations:	Staff error.
Calculation Method:	Cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of School-Age Tours Conducted at the Capitol**
Definition:	Number of school-age groups who take tours at the Capitol conducted by Capitol Tour Guide staff.
Purpose:	This measure quantifies the agency's ability to reach Texas schoolchildren who visit the Capitol and educate them about the history and use of the buildings.
Data Source:	The data will be maintained by Capitol Tour Guide staff using a computerized scheduling system.
Methodology:	This measure will be derived by calculating the number of school-age tours conducted at the Capitol.
Data Limitations:	Temporary failure of scheduling system.
Calculation Method:	Cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

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

Explanatory Measures:	**Revenue Received from Museum Operations**
Definition:	Total revenue generated by museum operations.

Purpose:	Revenue generated by museum operations fund the institution which was originally envisioned to be self-supporting.
Data Source:	Revenue reports for all earned income areas of museum.
Methodology:	Revenue is defined as the direct gross income generated by all revenue collecting sources. For the museum gift shop, revenue is calculated by taking total sales and subtracting the cost of goods associated with those sales.
Data Limitations:	None
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Number of Visitors to the Museum**
Definition:	Total number of visitors to the museum.
Purpose:	This measure quantifies the museum's ability to maintain projected levels of museum visitation. Attendance drives earned income generated from ticket sales, food and gift shop sales for museum operations.
Data Source:	Museum ticket sales, education and group reservation records.
Methodology:	Determined by total number of visitors by computerized system.
Data Limitations:	Intermittent computerized ticketing and registration system failure.
Calculation Method:	Non-cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Number of School Student Visits to the Museum**
Definition:	Total number of school students visiting the museum.
Purpose:	This measure quantifies the museum's educational service to schoolchildren (K-12) regarding the history of Texas and the resources available at other history-oriented museums and historic sites across Texas. Enriches and supports the Texas Education Agency Texas Essential Knowledge and Skills (TEKS) for social studies.
Data Source:	Museum school group reservation records.
Methodology:	Total of school students calculated by computerized registration system.

Data Limitations:	Intermittent computerized registration system failure.
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Number of Distance Learning Participants**
Definition:	Total number of students and teachers participating in the museum distance learning program.
Purpose:	This measure quantifies the museum's ability to reach students across the state of Texas who are unable to travel to the museum. This measure is intended to show that the museum is fulfilling its mission of expanding public programming to engage a broader, more diverse statewide audience and becoming a key partner in K-12 education. Likewise, it captures virtual attendance of those who tour and learn from museum programming.
Data Source:	The museum's education department tracks the attendees of distance learning programs and broadcasts on a spreadsheet. Attendees register through Connect2Texas site, hosted by ESC XI, and reported numbers are sent to the distance learning specialist at the museum.
Methodology:	Total number of attendees that are registered for programs and broadcasts.
Data Limitations:	Reporting errors/omissions by registered participants.
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measure:	**Number of Museum Programs Conducted**
Definition:	Total number of museum programs and internal events conducted that are not facility rentals.
Purpose:	This measure quantifies the museum's ability to offer expanded public programming to engage a broader, more diverse audience.
Data Source:	Program totals are tracked via the museum's event calendar.
Methodology:	Total number of museum programs.
Data Limitations:	None
Calculation Method:	Non-cumulative

Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Number of Schools Using the Museum's Educational Programs**
Definition:	Total number of schools using the museum's onsite and virtual educational programs.
Purpose:	This measure quantifies the museum's ability to reach schools statewide.
Data Source:	Summed total of schools by computerized registration system and tracked through the Distance Learning Programs spreadsheet.
Methodology:	Summed total of schools by computerized registration system and schools that are registered for distance learning programs.
Data Limitations:	Computerized registration system failure.
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Output Measure:	**Number of Registered Users Accessing Curriculum on the Museum's Statewide Education Outreach Initiative Website**
Definition:	Total number of registered users accessing curriculum on the museum's Statewide Education Outreach Initiative website.
Purpose:	This measure quantifies the museum's ability to offer educational resources to a statewide audience.
Data Source:	Summed total of registered users accessing curriculum on the museum's Statewide Education Outreach Initiative website.
Methodology:	Summed total of logins by computerized system.
Data Limitations:	Computerized system failure.
Calculation Method:	Cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

A.3. OBJECTIVE: Increase by 5 percent the income generated from *[non-museum]* agency

	enterprises and dedicate all proceeds to educational programs, the historical collection and the preservation of the buildings and their contents.
A.3.1. Strategy:	Manage Capitol events and activities and operate profitable gift shops.

Explanatory Measures:	**Revenue from Licensed Vendors in the Capitol**
Definition:	Total revenue realized by the agency from the licensed vendors who use special spaces within the Capitol and Extension.
Purpose:	This measure quantifies the agency's ability to meet the long-term needs of the cafeteria, the press area, the ATM location, cellular carrier lease space and lecterns and chairs without the use of general revenues.
Data Source:	This measure is determined by the respective revenue journals in the Capitol Fund prepared by the agency's accounting staff.
Methodology:	This measure is derived by totaling the revenue journals relating to these spaces.
Data Limitations:	Accounting system failure. Staff error.
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Net Income from the Capitol Gift Shops**
Definition:	Net income from the Capitol gift shops.
Purpose:	This measure quantifies the agency's success in operating profitable Capitol gift shops to provide funding for agency purposes.
Data Source:	The data will be derived from agency accounting records.
Methodology:	Total revenue minus direct and administrative costs (Statement of Revenues and Expenses - Change in Net Assets).
Data Limitations:	Accounting system failure. Staff error.
Calculation Method:	Non-cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Percent Change in Revenues**
Definition:	Increase in income from revenue generating sources in the Capitol, Capitol Extension,

	1857 GLO Building, Capitol Visitors Parking Garage and on their grounds expressed as a percentage increase from the corresponding fiscal year (1st or 2nd) in the prior biennium.
Purpose:	This measure quantifies the agency's ability to enhance proceeds from revenue sources which are used for educational purposes and the preservation of the buildings and their contents.
Data Source:	The measure will be derived from accounting records maintained by the agency. Revenue sources include the Capitol Gift Shops, Capitol Cafeteria, Capitol Visitors Parking Garage, Capitol Complex parking meters, press space rentals, event equipment rentals and the ATM and cellular carrier space leases.
Methodology:	Derived by totaling income (revenue - operating costs) received from all sources and dividing the difference between the current year total and the total for the corresponding fiscal year in the previous biennium by the total for the corresponding fiscal year in the previous biennium.
Data Limitations:	Accounting system failure. Staff error.
Calculation Method:	Non-cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target

Explanatory Measures:	**Income Received from Parking Operations**
Definition:	Net income received from the Capitol Visitors Parking Garage and gross revenue from the Capitol Complex parking meters.
Purpose:	This measure quantifies the agency's ability to raise funds for the benefit of the buildings while providing available parking for Capitol Complex visitors.
Data Source:	The data will be derived from agency accounting records.
Methodology:	For the Visitors Parking Garage, total revenue minus direct and administrative costs (Statement of Revenues and Expenses - Change in Net Assets). Gross revenue from the Capitol Complex parking meters.
Data Limitations:	Accounting system failure. Staff error.
Calculation Method:	Cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

Output Measures:	**Number of Capitol Events and Activities Scheduled and Managed**
Definition:	Number of Capitol events or activities scheduled and managed by the

	agency's Capitol Events Coordinator.
Purpose:	This measure quantifies the agency's ability to meet the needs of the people of Texas as they engage in the use of their State Capitol.
Data Source:	This measure will be derived from data collected in the Events application system.
Methodology:	Calculation of the number of events and activities scheduled and managed by the Capitol Events Coordinator.
Data Limitations:	None
Calculation Method:	Cumulative
Key Measure:	No
New Measure:	No
Target Attainment:	Higher than target.

OBJECTIVE:	Alamo Complex
Strategy:	Preserve and Maintain the Alamo and Alamo Complex
Efficiency Measures:	**Alamo Operational Cost Per Visitor**
Definition:	A measure of the efficiency of the operations at the Alamo Complex. This measure is expressed as a ratio of the costs to operate the Alamo Complex to a representative number of visitors at the Alamo Complex. The Alamo Complex in this context is defined as the historical Shrine and public access area in and around the Shrine, Gift shop, Long Barracks, etc.. within the walls of the property. It does not include the public street or state-owned buildings adjacent to the property.
Purpose:	Provides transparency of the expenditures as a function of the public visitation at the Alamo Complex.
Data Source:	
Methodology:	
Data Limitations:	An exact total count of visitors to the Alamo Complex is not currently possible given the public's free access to the complex via multiple points of ingress and egress. Currently the agency has only four facilities at the complex with electronic measurement capability of its visitors.
Calculation Method:	Non-cumulative
Key Measure:	*Yes*
New Measure:	No
Target Attainment:	Lower than target
Efficiency Measures:	**Alamo Net Revenue Per Visitor (in dollars)**

Definition:	A measure of the net revenue generation capability of the Alamo Complex as a function of public visitation. This measure is expressed as a ratio of the net revenue to a representative number of visitors at the Alamo Complex. The Alamo Complex in this context is defined as the historical Shrine and public access area in and around the shrine, gift shop, Long Barracks, etc.. within the walls of the property. It does not include the public street or state-owned buildings adjacent to the property.
Purpose:	Provides an indication of net revenue as a function of visitation at the Alamo Complex.
Data Source:	
Methodology:	
Data Limitations:	
Calculation Method:	Non-cumulative
Key Measure:	*Yes*
New Measure:	No
Target Attainment:	Higher than target

Output Measures:	**Number of Alamo Shrine Visitors**
Definition:	An electronic tabulation of the number of individuals that enter the Alamo Shrine.
Purpose:	To calculate a representative number of visitors to the Alamo Shrine on a daily and periodic basis (e.g. quarterly, annually, etc.). Visitation impacts all areas of Alamo operational requirements – including, but not limited to, maintenance, utilities, horticultural, administration, and education.
Data Source:	
Methodology:	
Data Limitations:	
Calculation Method:	Cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

Output Measures:	**Number of Alamo Gift Shop Visitors**
Definition:	An electronic tabulation of the number of individuals that enter the Alamo (Complex) Gift Shop.
Purpose:	To calculate a representative number of visitors to the Alamo (Complex) Gift Shop on a daily and periodic basis (e.g. quarterly, annually, etc.). Visitation impacts all areas of

	Alamo operational requirements –including, but not limited to maintenance, utilities, horticultural, administration, and education. In addition, visitation to the Alamo (Complex) Gift Shop has a direct correlation to the Gift Shop revenue that is generated.
Data Source:	
Methodology:	
Data Limitations:	
Calculation Method:	Cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

Output Measures:	**Alamo Gift Shop Revenue (in dollars)**
Definition:	The amount of revenue generated by contracting out the operation of the gift shop to a third party.
Purpose:	Gift Shop sales generate the majority of the revenue that supports the operations at the Alamo Complex. This metric will provide the Legislature with an ability to measure the success of the gift shop in generating revenue at the Alamo Complex.
Data Source:	
Methodology:	
Data Limitations:	
Calculation Method:	Cumulative
Key Measure:	Yes
New Measure:	No
Target Attainment:	Higher than target

SUPPLEMENTAL SCHEDULE C
HISTORICALLY UNDERUTILIZED BUSINESS PLAN

The State Preservation Board (SPB) continues to be committed to conducting business with HUB certified businesses, businesses owned by service-disabled veterans, and in compliance with the Texas Constitution, Article I, Section 3a, and United States Constitution, Amendment XIV.

The SPB strives to achieve the goals of the HUB program while sustaining a fair, open, and competitive procurement process. Ongoing HUB efforts include:

- Participation in HUB fairs and outreach events to promote awareness of the agency and its project opportunities
- Engagement with HUB-certified vendors to increase understanding of agency procurement processes
- Working with vendors during the procurement process to review HUB forms prior to submission;
- Attendance at agency pre-bid meetings to give instructions on how to complete the HUB Subcontracting Plan
- Participation in the HUB Discussion Work Group with other state agency HUB coordinators to share best practices

As a result of these efforts, the agency awarded 95 purchase orders to certified HUB vendors in FY 2025. Notable HUB contracts include graphics, audiovisual services, interior painting, architectural services, HVAC maintenance services, cabling, office supplies, fence services, interpreting services, lighting repair, and replacement services, abatement and demolition services, and HUB sub-contractor participation on construction projects. The Capitol Building roof project was a large portion of the agency's expenditures; this single non-HUB expenditure impacted the agency's ability to meet HUB goals.

The majority of HUB-reportable agency funds are spent either on competitively bid projects or on the purchase of specialized goods and services. The agency continues to see a low HUB bidder response rate on competitively bid projects. As a result of the agency's unique mission, the SPB contracts directly with vendors for certain highly specialized goods and services where the HUB vendor base is limited or non-existent. Two Bullock Museum examples include leasing and royalties of IMAX® films, as well as the purchase of traveling exhibits for display in the temporary exhibit area. An additional challenge for the agency HUB program is the purchase of products for resale in the Capitol and museum gift shops and in the agency e-commerce operation. Typically, these items are unique products available from only one vendor or are products that are mass-produced and available at the best price from large, national suppliers. The agency must select resale products that appeal to visitors and provide the most profitable return for this self-funded enterprise that provides a vital source of revenue for the agency and state of Texas.

The SPB will continue engaging HUB-certified vendors to increase their participation in the agency's procurement process.

SUPPLEMENTAL SCHEDULE F
AGENCY WORKFORCE PLAN

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

Agency Mission
The State Preservation Board (SPB) preserves and maintains the Texas Capitol, Capitol Extension and Capitol Grounds, the 1857 General Land Office Building known as the Capitol Visitors Center, the Texas Governor's Mansion, and the contents of each property. The agency also operates and manages the Bullock Texas State History Museum, Texas State Cemetery, and Capitol Mall, and supports other legislative facilities under care of the agency. Additionally, the agency provides educational programs about Texas history, government, and culture to benefit the citizens of Texas and visitors to the state.

Agency Core Functions
The agency's core functions are reflected through the work of its divisions: Facilities Services, Curatorial and Visitor Services, Bullock Texas State History Museum, Texas State Cemetery, Retail and Enterprise Programs, as well as through internal support functions, including finance, administration, audit, legal, and information technology. The agency recruits a diverse mix of quality employees from maintenance staff to curators to enable the SPB to fulfill its mission and meet performance targets.

Anticipated Agency Changes
The original mission of the SPB was to preserve and manage the Texas Capitol, Capitol Extension and Capitol Grounds, and the Capitol Visitors Center. Over time, the Legislature expanded the scope of the agency's duties and the SPB also now operates, preserves, and maintains the Bullock Texas State History Museum, Governor's Mansion, Texas State Cemetery, Capitol Mall, and legislative facilities.

Additionally, Senate Bill 3059 (89th Legislature, 2025) transfers responsibility for the Alamo Commission from the General Land Office and administratively attaches it to the SPB. While the agency does not anticipate significant changes to its mission, strategies, or goals, it continues to take on new responsibilities as directed by the Legislature.

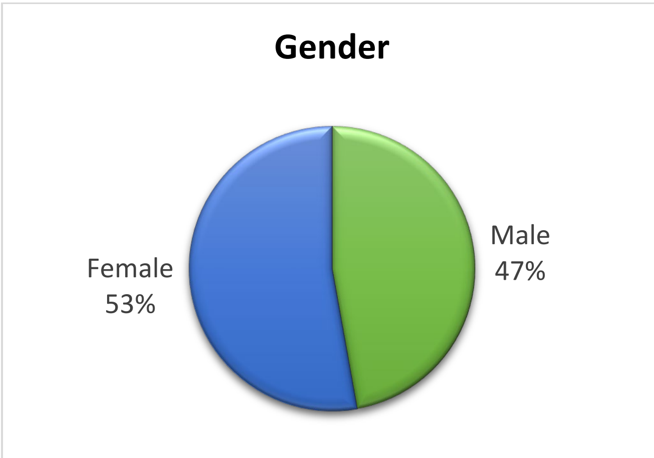
The agency's executive director and management team remain focused on continuing to attract, motivate, and retain a highly skilled workforce that can work with building occupants, visitors, legislators, students, teachers, families, and contractors who seek to become business partners with the SPB.

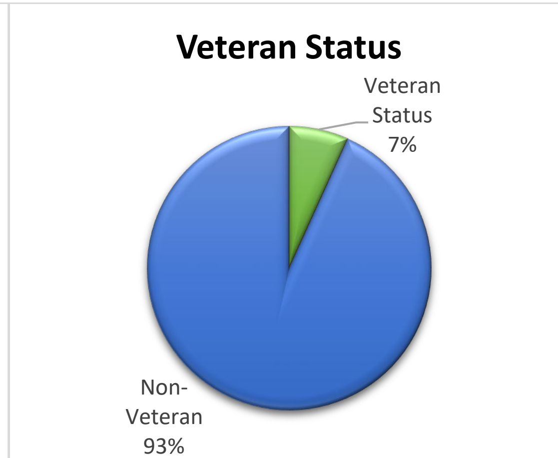
CURRENT WORKFORCE PROFILE

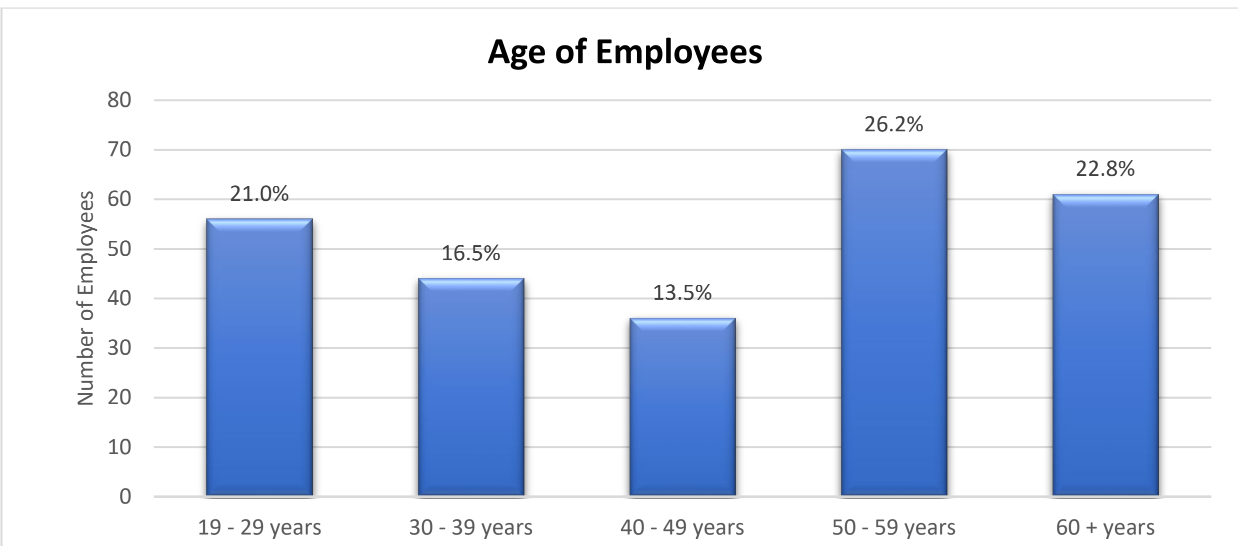
Workforce Demographics
As of April 1, 2026, the SPB had a total headcount of 267 employees (72% full-time). The graphics on the following pages profile the agency's workforce, which is fairly evenly divided among females (53%) and males (47%). About half of the agency's staff are age 50 or older, and 7 percent are military veterans. The data also shows that 67 percent of employees have been with the SPB for less than five years. The workforce demographic data per Equal Employment Opportunity Commission Job Category shows 5.1 percent of employees identify as American Indian or Alaska Native, Asian, or as having two or more races; 5.5 percent identify as Black; 28.2 percent identify as Hispanic; and 61.1 percent identify as

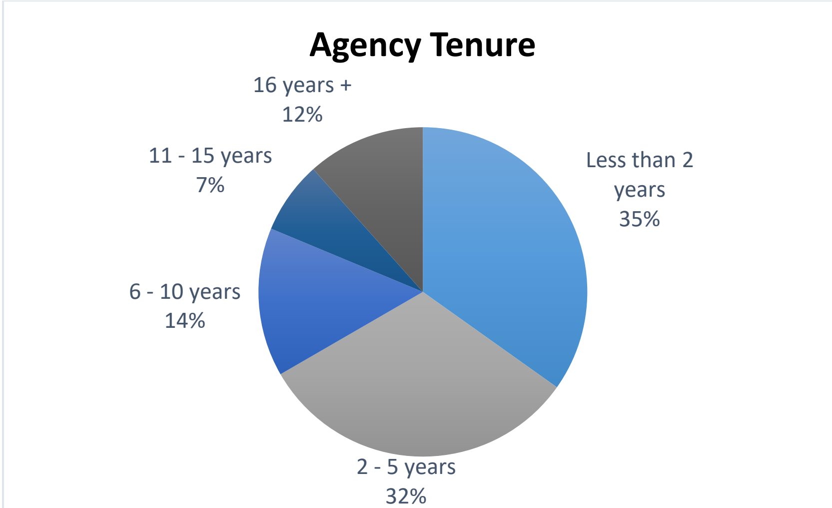
White. Additional details about demographics by Equal Employment Opportunity Commission Job Category are provided in the Employee Workforce Demographics by Job Category table.

Workforce Demographics









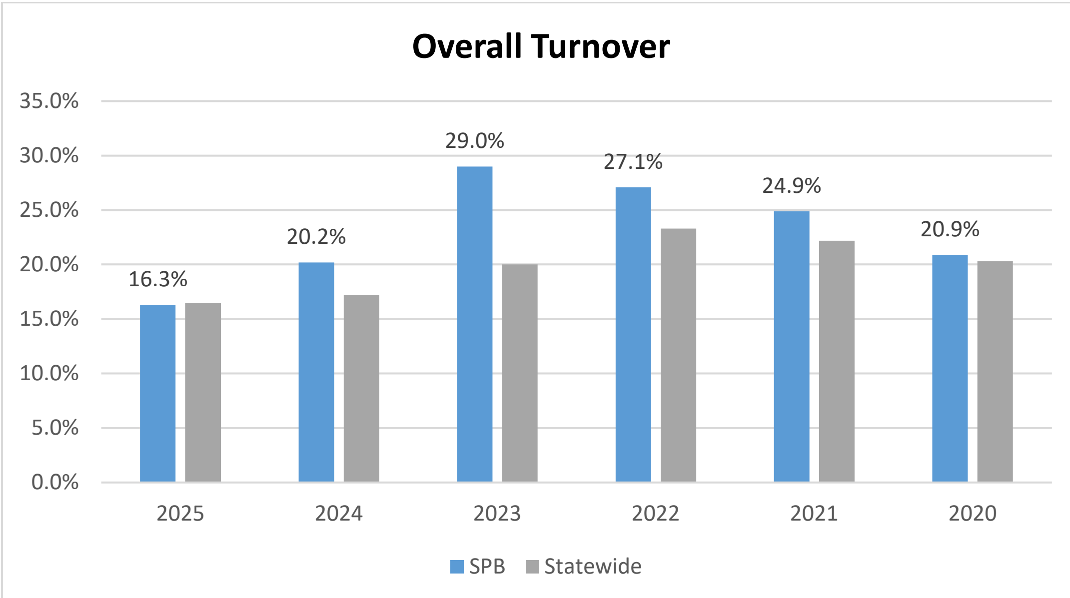
Employee Workforce Demographics by Job Category
(SAO E-Class data: Employees by EEO Category, Ethnicity, Gender, and Occupational Category)

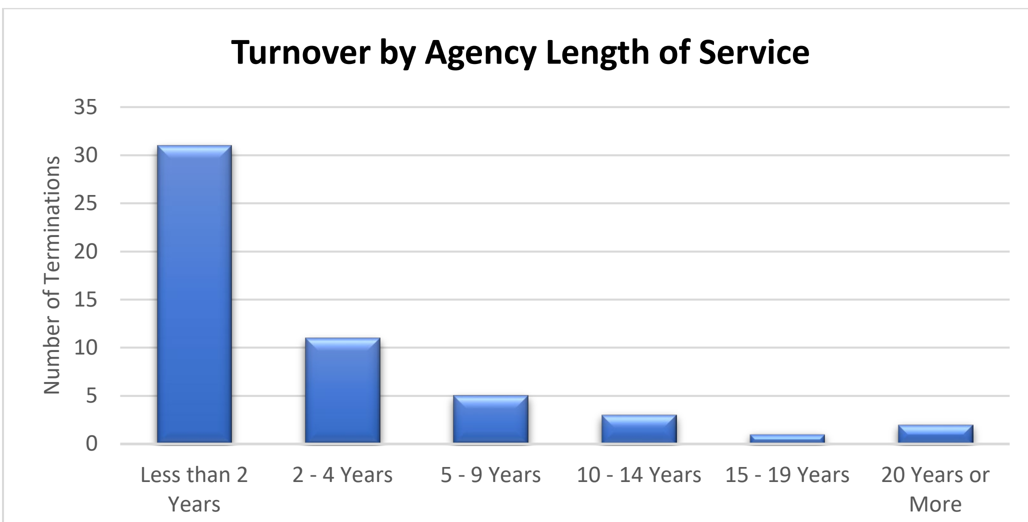
Job Category	Positions	Black	Hispanic	Female
Officials/Administration	15	1%	13%	53%
Professional	65	5%	17%	63%
Technical	9	0%	56%	22%
Administrative Support	106	5%	25%	69%
Service/Maintenance	30	13%	67%	57%
Skilled Craft	38	5%	29%	5%
Paraprofessionals	2	0%	0%	50%
Protective Service	2	0%	0%	0%

Employee Turnover
Based on responses to the 2024 *Survey of Employee Engagement,* the SPB is recognized as a good place to work and develop professionally. However, the agency's turnover rate is consistently higher than the statewide average, except for FY 2025 when it was nearly equal. The agency faces the continuing challenge of offering a competitive salary to recruit and retain qualified employees in the facilities, visitor services, and part-time, hourly customer service positions.

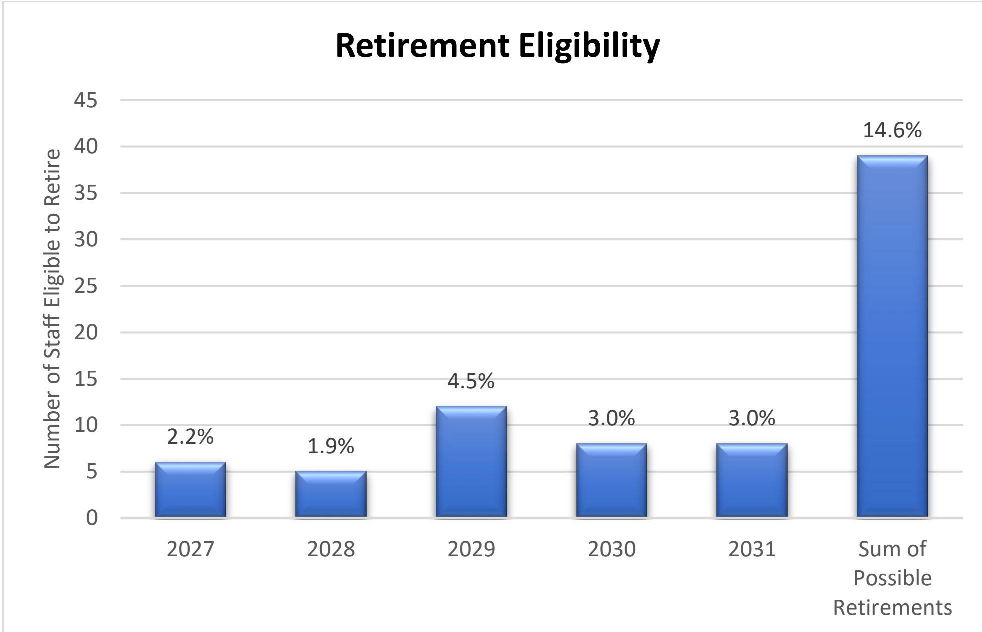
In FY 2025, the majority of the agency's turnover (60%) was in low-paying facilities maintenance and custodial positions and in customer service representative positions in visitor services and retail. The agency's workforce profile for entry-level customer service representatives is younger staff and college students seeking part-time or short-term employment while in school. These part-time, lower paying positions result in a highly transitory workforce. Stores, theaters and tourist attractions face similar recruitment, scheduling, and employee retention challenges.

In FY 2025, 31 of the employees who left the agency (58%) had less than two years of service as indicated by the Turnover by Agency Length of Service table below. A high turnover rate has been an ongoing challenge for the agency because it has an negative impact on affected division’s productivity, and strains human resources and hiring managers.





Retirement Eligibility
During this workforce planning cycle, 39 employees (14.5%) will achieve retirement eligibility in the next five years. Retirement continues to be a critical issue facing the agency. The loss of institutional business knowledge and expertise in key management and senior-level positions, coupled with normal attrition, poses a dilemma for the agency. Ensuring that technical knowledge and organizational experience are not lost is of vital importance. The following chart examines the potential loss of employees due to retirement.



Critical Workforce Skills
Although the agency has many qualified and talented employees, there are a number of critical skills that are necessary for the agency to operate efficiently. The SPB could not effectively conduct basic business operations without these skills:

- Effective communication and excellent customer service
- Facilities planning and management, including advanced technical skills, complex construction knowledge, and historic preservation methods
- Information technology, security, and data management
- Procurement and accounting
- Expertise in Texas history, education, training, and presentation skills
- Museum curation and management
- Marketing, sales, merchandising, and product development
- Special event planning and management

FUTURE WORKFORCE PROFILE

Expected Workforce Changes
The SPB does not anticipate changes to the agency's essential functions in fiscal years 2027–2031; however, the agency's scope of responsibilities continues to grow. The agency will continue to seek opportunities to streamline processes and improve efficiency. As modern technology is applied to agency operations, staff will need strong technical skills and a willingness to adopt new ways of working.

Anticipated Number of Employees Needed
The SPB's portfolio now includes the Capitol Mall and the three legislative office buildings/facilities. With these new duties, the agency received 35 additional full-time employees to support the maintenance and care of the new properties. The agency has been steadily increasing staffing levels to meet these growing responsibilities and the majority of the additional positions are currently filled. In 2027, the SPB will begin providing administrative support to the Alamo Commission, and as a result, the

agency may require additional administrative staff and greater salary flexibility to recruit and retain qualified employees in accounting, finance, and legal roles. Any reduction in staffing would significantly impact the agency's ability to provide required services.

Future Workforce Skills Needed

As the scope of the SPB's responsibilities continues to grow, so does the need for employees who can perform at a higher level and take on more complex work. To meet increasing demands, the agency will focus on efficiency initiatives, process improvements, and the strategic use of technology to streamline operations and better serve its customers. Looking ahead, the workforce will require additional capabilities, including finance and accounting, program and project management, specialized analytical and technical skills, and the ability to effectively manage change.

Workforce Gap Analysis

The agency currently has the staff and expertise needed to carry out its mission, goals, and objectives. However, potential retirements, along with ongoing turnover, may lead to a significant loss of expertise and experienced staff in a relatively short time. The agency is addressing this risk through cross-training, professional development, and documenting key processes and procedures. Successfully addressing these workforce gaps is critical to sustaining operational effectiveness and ensuring continuity of mission-critical functions.

STRATEGY DEVELOPMENT AND WORKFORCE SOLUTIONS

Recruit and Retain Employees

The SPB's goal is to recruit motivated and qualified workers. The Human Resources staff applies best practices to attract and hire the best available applicants, however, retaining those employees in a competitive market remains a challenge. The agency must take responsibility to recruit quality workers as well as retain current employees by recognizing performance, providing opportunities for career growth, and offering monetary and non-monetary incentives to high performing staff.

<u>ACTIONS</u>

- Identify job classifications with the highest turnover and implement recruitment and retention strategies for these positions.
- Continue to develop and refine the new employee orientation and training program as part of the retention strategy.
- Implement cross-training opportunities within divisions to ensure continuity of business functions.
- Develop career paths that cross division lines and market the opportunity to develop additional skills and advance within the agency.
- Adjust salaries within assigned pay ranges for employees in positions that are either critical or have high turnover rates.
- Promote the use of non-monetary rewards for above average performers.
- Promote flexible work schedules, when possible, to assist with employee work-life balance and reduce commute time.
- Encourage use of the telework program for eligible staff.

Implement a Succession Plan for Divisions

Turnover and attrition may result in a significant loss of institutional knowledge for the agency. Key positions are staffed with employees who are eligible to retire or will become eligible in the next five years. The SPB has made it a priority to identify and develop staff to take over leadership roles to ensure continuity in programs. A well-developed succession plan at the division level will position the SPB to prepare for future staffing needs. Continually documenting current business processes will help to record valuable expertise, providing an effective tool to train inexperienced staff.

ACTIONS

- Identify mission critical agency positions.
- Build a job profile for key positions.
- Formally document and regularly update operating procedures for all programs.
- Develop job aids to assist staff in performing tasks accurately, including checklists and guides.
- Conduct lessons learned meetings after a project.
- Allow employees to shadow other key employees.
- Develop and implement an agency-wide staff training and development program.

SURVEY OF EMPLOYEE ENGAGEMENT

The SPB participated in the Survey of Employee Engagement in 2024. The agency's primary areas of concern were consistent with the previous two surveys: pay, employee development, and internal communication.

The Human Resources staff updated the New Employee Orientation presentation to emphasize the state's total compensation package, helping employees see that salary is only one component of the overall benefit of working for the agency. The SPB also established an agency-wide newsletter to enhance internal communication, and Human Resources staff continue to promote low- and no-cost training opportunities to employees to support professional development. The agency plans to participate in the survey again in 2027.

SUPPLEMENTAL SCHEDULE H
REPORT ON CUSTOMER SERVICE

Overview

Exceptional customer service is essential to successfully managing agency operations and the State Preservation Board (SPB) is dedicated to meeting the needs of all who visit and work in the buildings under its care. Two categories of customers receive services directly from the agency:

- Building occupants, comprised of elected and appointed state officials and their respective staff
- Tourists, school groups, and members of the public visiting the unique and historic properties cared for by the agency

To measure customer service, the SPB uses several information-gathering methods to assess agency programs. As this information is analyzed, specific feedback is sent to the appropriate division with the goal of continuously improving the agency's overall operations. The agency has gained valuable insight through visitor and building occupant compliments, complaints, and observations on ways to better serve customers.

Analysis and Results

Overall, survey results show that customer experience at SPB-managed properties is positive. The agency had an average customer satisfaction rating that met or exceeded the expectations of 88 percent of respondents. Eighty-three percent of visitors indicated they are likely to visit the Texas Capitol again, and 92 percent are likely to recommend a visit to others.

The SPB continues to strive to increase customer satisfaction at each of its properties and across all customer groups. The agency is evaluating improvements to the online survey to make it compatible with mobile devices, in hopes of increasing the customer response rate.

Capitol Complex

The SPB Customer Survey and the SPB Customer Feedback Form are both available to the public through the agency website at: https://tspb.texas.gov/spb/surveys/index.html. The public may also access agency website surveys via a QR code while on-site in the Capitol, giving customers the option to submit compliments and complaints easily, and allowing for quick resolution if needed. The survey allows visitors to rate the agency and its programs, including facilities, parking, website and publications, tours, and the gift shops.

Historically, the Capitol Complex has averaged over 1,000,000 visitors annually. The Capitol and the Capitol Visitors Center (CVC) provide tours to tens of thousands of students on field trips each school year, public tours year-round, and different specialty-themed tours at varying times throughout the year. Capitol Visitor Services uses survey results to adjust ongoing training programs, which emphasize excellent customer service.

Overall, customer feedback is positive, however, survey response rates are low. The most consistent theme is praise for tour guides. Visitors often describe guides as knowledgeable, engaging, friendly, and memorable. Respondents noted that tours were among the best they've experienced, especially for student groups. There are two areas for improvement however: parking and the desire for more language options on Capitol tours. The agency's overall rating across all areas was 92 percent. Category ratings are detailed in the Summary of Agency Survey Results table.

Summary of Agency Survey Results – FY 2025 and FY 2026 (9/1/2025 - 2/28/2026)

Topic	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	Percent Meets or Exceeds Expectations
Facilities	1	3	4	3	40	92%
Agency Staff	2	2	2	3	26	88%
Communications	2	0	4	5	24	94%
Internet Site	0	0	1	0	1	100%
Complaint Handling Process	2	1	7	0	13	87%
Ability to Timely Serve Customers	0	3	5	3	26	91%
Printed Information	0	0	4	9	18	100%
Overall Satisfaction	8	4	0	5	35	80%

Data represents statutorily identified customer service quality elements.

Highlights:

- Responses averaged 80 percent overall customer satisfaction with Capitol Complex services.
- Out of 53 survey respondents, 21 visited as part of a school field trip, 25 visited for sightseeing/tourism, and 7 visited for other miscellaneous reasons.
- The number of tours varies depending on whether it's a legislative session or non-legislative session year. In FY 2025, Capitol Visitor Services staff conducted nearly 11,000 tours at the Capitol and the Capitol Visitor Center (CVC) (9,649 at the Capitol and 1,293 at the CVC), while

nearly 220,000 people participated in tours at the Capitol and the CVC (177,790 at the Capitol and 41,612 at the CVC).

Bullock Texas State History Museum

School groups make up a substantial portion of the visitors to the Bullock Texas State History Museum (TSHM). The museum welcomes thousands of visitors and students each year; for those who cannot attend in person, TSHM offers distance learning to schools across the country in the form of two-way video conferencing with museum education staff.

Surveying is performed online on a rolling basis. Participants in education services at the museum are sent a link to a survey following an in-person or virtual visit to the museum. The survey measures multiple aspects of the educational experience, including favorite parts of the museum experience, whether a movie was viewed in TSHM theaters, and if the visit met curriculum goals. For virtual programs, teachers are asked about specific learning goals, if the quality of the experience was satisfactory, and whether the school plans to take part again. For this report, customer satisfaction has been measured in terms of how likely visitors are to return to the museum or schedule another distance learning session.

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

Summary of Bullock Museum Survey Results – FY 2025 and FY 2026 (9/1/2025 - 2/28/2026)

Customer Type	Yes	No	Maybe	Percent Likely to Return
School Groups	208	5	0	98%
Distance Learning	256	3	3	98%
Totals	464	8	3	98%

Highlights:

- Ninety-eight percent of respondents would likely return to the museum or use school programs again.
- Main reasons field trip respondents would possibly not return to the museum:
    - The school alternates field trip destinations.
    - The school had concerns with the distance required to travel given the limited time available for a field trip.
    - Behavioral concerns arose with students.
- The museum received 464 responses from a maximum of 1,711 groups who visited/participated in this time period, which is an average response rate of 28 percent.
- Overall attendance in FY 2025 was 357,772; approximately 68,000 of those visitors were part of a school group.
- Historically, the museum serves over 500,000 visitors annually.
- Museum attendance is gradually returning to pre-pandemic levels.

Facilities Division

The Facilities Maintenance and Custodial staff are the largest providers of customer service to Capitol building occupants. Staff respond to service requests such as plumbing issues, performing spot cleaning, and adjusting temperature controls. Facilities staff send a follow-up email to each requester with an optional online survey which uses a simple pass/fail scale. The division evaluates responses to identify trends and quickly improve overall performance.

Summary of Facilities Survey Results – FY 2025 and FY 2026 (9/1/2025 - 2/28/2026)

Year	Number Solicited	Number Responded	Satisfied or Pass	Not Satisfied or Fail	Percent Pass	Percent Responded
FY 2025	529	117	107	10	91.5%	22.1%
FY 2026	193	55	51	4	92.8%	28.5%

Highlights:

- The division averaged 91.5 percent overall customer satisfaction from facilities respondents (pass rating).
- The agency received 172 responses from 722 surveys sent, an average response rate of 24 percent.
- During legislative sessions, the Capitol and Capitol Extension house approximately 2,100 occupants, while approximately 1,350 occupants are present between sessions.
- This data is also used for the agency performance measure *Percent of Surveyed Capitol Facilities Customers Satisfied with Services,* which has a target of 98 percent.

The agency surveys provide an assessment of service quality and customer satisfaction. Survey findings show the agency is providing quality service and that building occupants are satisfied with the programs and support the agency provides. Ongoing evaluations will continually measure and support improved customer satisfaction.

Texas State Cemetery

The Texas State Cemetery became an SPB-managed property in September 2015. SPB Visitor Services staff offer public tours and school tours of the cemetery, with school tour content focusing on prominent figures in Texas history most likely to be included in students' school curriculum, as well as individuals who made significant contributions to Texas history and culture.

The Texas State Cemetery updated its website in 2025. The website will soon offer a customer survey and an easy-to-access mobile version to better assess visitor experiences, but until an acceptable survey is in place, statistics have been gathered from the popular online review sites Google and TripAdvisor. The sites provide a platform for visitors to rate their experience on a 1-5 scale, similar to surveys implemented at other SPB properties. Online reviews include comments about the beauty and quality of this unique and historical site.

Highlights:

- In FY 2025, the Texas State Cemetery welcomed over 42,000 visitors and conducted over 700 tours.
- An average 4.7-star rating was received from 108 Google reviews.
- An average 4.6-star rating was received from 308 Trip Advisor reviews.

CERTIFICATE

Agency Name State Preservation Board

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required under Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

RODWELSH

Signature

Rod Welsh

Printed Name

Executive Director

Title

5/29/2026

Date

Board or Commission Chair

Angela Colemenero

Signature

Angela Colemenero

Printed Name

Deputy Chief of Staff

Title

05/29/2026

Date

CERTIFICATE

Agency Name State Preservation Board

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the Artificial Intelligence training required under Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge	**Board or Commission Chair**
Rod Welsh	Angela Colemenero
Signature	Signature
Rod Welsh	Angela Colemenero
Printed Name	Printed Name
Executive Director	Deputy Chief of Staff
Title	Title
5/29/2026	05/29/2026
Date	Date

SUPPLEMENTAL SCHEDULE K:
REPORT ON PROJECTS AND ACQUISITIONS FINANCED BY CERTAIN FUND SOURCES

The Texas Government Code, Section 443.0103(j), requires the State Preservation Board to include in its strategic plan a report on each project funded using money in the Texas state buildings preservation endowment fund during the two-year period preceding the date on which the plan is submitted, and a list of each project anticipated to be funded using money in the fund for the period covered by the plan.

Anticipated Endowment Fund Projects		Project Estimated Cost
Legislative Buildings:		
	REJ Bathroom - 1st floor addition - Non Gender Specific	450,000
	REJ Roof Replacement	5,800,000
	REJ Fire Alarm System Replacement	4,000,000
	REJ Garage Elevators - PKP	2,500,000
	REJ Restroom Upgrades	3,000,000
	JHR Elevator Modernization	2,500,000
	Curatorial Storage - SHB Annex	2,000,000
Texas State History Museum Projects:		
	Museum Elevator Modernization	6,800,000
	Museum Gift Shop Remodel	1,000,000
	Museum Fire Alarm System	2,000,000
	Museum Cooling Tower Replacement	2,900,000
	Museum Boiler Replacement	2,400,000
	Museum Humidity Control / AHU / OAunit	4,000,000
	Museum Security Camera System	1,000,000
	Museum Exterior Sealing / Graphic Restoration	1,500,000
State Cemetery Projects:		
	TSC - Camera System	1,000,000
	TSC - Caretakers Cottage ADA	1,000,000
	TSC Tiering of Hill / Sidewalks	4,000,000
	TSC Wastewater / Storm Pipe Relocations	2,000,000
Governor's Mansion Projects:		
	Mansion HVAC	500,000
	Mansion Security / Camera system upgrades	500,000
	Mansion Elevator	500,000
	Mansion Exterior Preservation	TBD
Capitol & Capitol Grounds Projects:		
	Capitol Drive - Bollards / Wedges Upgrades	1,000,000
	Capitol Extension Waterproofing Project	12,000,000
	Capitol & Extension HVAC and Fire Alarm Project	14,000,000
	Visitors Parking Garage Structural Repairs	1,000,000
	Visitor Parking Garage Repurpose / Workshop area	1,000,000