

DRAFT UPDATED
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FOR FISCAL YEARS
2024-2028

STRATEGIC PLANNING

CAPITOL PRESERVATION BOARD

Utah State Capitol
350 North State Street
Suite 120
Salt Lake City, UT 84114

PREPARED FOR
the State of Utah

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ABOUT US



DANA JONES
Executive Director

Letter from the Executive Director

The primary responsibility of the Capitol Preservation Board as stewards of the Capitol is to care. We care about the Capitol and its contents. We care that those who come to the Capitol feel welcomed. We care that the facility is well kept and maintained. We care that visitors and tenants feel safe. We are fortunate to work closely with Utah Highway Patrol and the Division of Facilities Construction and Management to make these things possible.

The Capitol Preservation Board represents all three branches of government and is impartial and nonpartisan. It is crucial our office maintains consistency and neutrality as we welcome thousands of public events, free speech demonstrations, and government meetings each year. Because of this, we strive to care for, protect, and beautify the Capitol complex on a daily basis and feel honored to be entrusted with this responsibility.

THE UTAH STATE LEGISLATURE AND GOVERNOR MICHAEL O. LEAVITT CREATED THE CAPITOL PRESERVATION BOARD (CPB) IN 1998 TO BE THE STEWARDS OF THE CAPITOL. THE BOARD AND ITS STAFF MAINTAIN, IMPROVE, AND OVERSEE THE BUILDINGS AND GROUNDS ON THE CAPITOL HILL COMPLEX. CPB MANAGES FOUR UNIQUE PROGRAMS ON A DAILY BASIS:

**Capitol
Stewardship**

The Board oversees the operation and careful management of the Capitol Hill Complex buildings and grounds. CPB staff oversee all interior building projects and exterior grounds projects as well as communicate with and assist Capitol Hill tenants. Projects are instituted to improve access for Capitol visitors or employees, increase the life safety of the buildings and their inhabitants, and preserve the buildings and grounds for generations to come.

**Events &
Scheduling**

The Capitol Events and Scheduling Program, managed by CPB, schedules more than 3,000 events each year within the Capitol, East Senate Building, North Capitol Building, as well as in the White Memorial Chapel, Plazas, Lawn Areas, and South Steps of the Capitol Hill Complex. The thousands of events on Capitol Hill range from free speech rallies and government meetings to choral performances and wedding ceremonies.

**Inventory,
Collections, &
Curation**

The Inventory Program defines, identifies, registers, and tracks all important contents of the Capitol Hill Complex—including all state-owned items of historical significance—and oversees the care and conservation of these items. Inside the Capitol, a wide variety of original artwork, treasured artifacts, and historical furnishings are on display, in storage, or used functionally. CPB oversees the selection and installation of exhibits, artwork, and statuary throughout the Capitol Hill Complex.

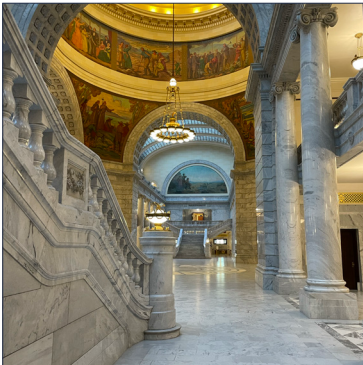
**Visitor
Services
Center**

To accommodate and serve the more than 350,000 people who visit each year—for business, events, and tourism—Visitor Services implements programs for education, training, and civic engagement. Many Capitol visitors—from local community groups to far-traveling tourists—take exciting and informative tours with one of our volunteer docents.

Additionally, in 2018, the legislature provided our office funding to cover the cost of field trips to the Utah State Capitol. The CPB works directly with teachers to help create a memorable experience for students. Students are able to visit the Capitol on a docent-led or self-guided tour. Many are able to view the legislative process in action and participate in a meet and greet with a legislator. Students also receive a keepsake from their visit and information about their legislators.

OUR MISSION

THE CAPITOL PRESERVATION BOARD WILL CARE FOR, PROTECT AND BEAUTIFY THE CAPITOL HILL COMPLEX, WHILE PRESERVING THE HISTORICAL INTEGRITY OF THE PEOPLE’S HOUSE.



OUR CORE VALUES

CPB
Care • Protect • Beautify



STEWARDSHIP

As stewards of the Capitol, we value the opportunity to care for the People’s House, its contents, and those who visit 365 days a year.



ACCOUNTABILITY

Beyond the statutory responsibilities of maintaining the Capitol Hill Complex, it is CPB’s primary goal to show that the People’s House is valued both aesthetically and operationally.



PROFESSIONAL SERVICE

Whatever the purpose is for visiting the Capitol, we value the opportunity to serve in a neutral manner with great professionalism and kindness.



SUSTAINABILITY

The common denominator to success within the areas CPB manages is in sustaining core relationships with those we work closely with. This allows the opportunity to build trust with the many entities we associate with including neighbors, construction teams, event hosts, vendors, and colleagues.



LEADERSHIP

While small in numbers, due to leadership qualities each employee demonstrates, we protect the Capitol with integrity. We pride ourselves on the ability to lead by example and the willingness to support each area when needed.

OUR GOALS

01

Community outreach | Create unique experiences at the Capitol

- Discovery Day for children annually
- Movie Under the Stars
- Attend Capitol Hill Community Council meetings quarterly
- Musical Monday
- Connecting public to videos of projects

02

General conditions for a positive visitor experience

- Maintain an updated Capitol Complex tour video
- Create intentional touchdown spaces in public areas for visitors [COMPLETED]
- Optimize equipment inventory management
- Translate self-guided tour brochures in multiple languages

03

Project goals

- Capitol Building level 1 flooring replacement
- Tenant security notification app [COMPLETED]
- Central Plaza replacement and enhancement [COMPLETED]
- Roundabout addition [COMPLETED]
- East stair replacement and water proofing

04

Update website content to ensure transparent and accessible information

- Maintain a current up-to-date website
- Perform an audit to identify and evaluate tags/cookies, and add accessibility to website

05

Curatorial updates

- Design and update Capitol displays
- Coordinate Large Element installation
- Select artwork for the North Capitol Building [COMPLETED]

06

Legacy project | North Capitol Building

- Develop a video series to be sent out every two to three months until project completion to showcase project progress, highlights, challenges, and overall vision [COMPLETED]
- Help Utah make a positive connection with the construction project [COMPLETED]
- Neighborhood considerations and proactive efforts to mitigate issues [COMPLETED]
- Work with partners to provide a fluid website to reference schedules, timelines, pictures, etc. [COMPLETED]
- Establish project parameters to develop water wise landscapes [COMPLETED]

PERFORMANCE MEASURES



STEWARDSHIP

Plan for a safe, sustainable environment through maintenance, facility operations, and improvements

[Target = 100 year life]



VISITOR SERVICES

Deliver a high-quality educational experience through diverse tour options, including docent-led, virtual, and self-guided brochures in English, Spanish, Mandarin, and French, while coordinating with the Museum of Utah tours and providing appropriate transportation funding to ensure all visitors have a meaningful experience.

[Target: Provide tours to students from each of Utah's 29 counties, and a 3% increase in the number of tours]



EVENTS & SCHEDULING

Drive event growth by expertly managing new and existing event spaces for all government, free-speech, and public events through clear and consistent communication and streamlined processes.

[Target: a 5% annual increase in event volume]



CURATORIAL SERVICES

Provision to maintain and preserve Capitol Hill, its historical contents, artwork, and commemorations, as well as provide a variety of educational exhibits centered on Utah and its history with the public.

[Target: 5 conservation efforts and 19 exhibits annually]

CPB ANNUAL GOAL PLAN

GOALS	KEY TASKS	STATUS	TIMEFRAME	LEAD	NOTES
Community Outreach: Create Unique Experiences at the Capitol	1.1 Discovery Day for children annually	1.1 Planned & in progress	1.1 Upcoming event on 07/17/26	1.1 Visitor Services team	1.1 08/2/23-240 guests 07/30/24-670 guests 07/16/25- 463 guests
	1.2 Movie Under the Stars	1.2 Planned & in progress	1.2 Upcoming event on 07/17/26	1.2 Visitor Services team	1.2 Held on 09/20/24 & 08/22/25
	1.3 Attend Capitol Hill Community Council Meetings	1.3 Four meetings were attended in FY25	1.3	1.3 Executive Director	1.3
	1.4 Musical Monday	1.4 Ongoing	1.4 Continuous	1.4 Executive Assistant	1.4 Held monthly since 5/24
	1.5 Connecting public to	1.5 Planned & in progress	1.5 FY27 completion	1.5 Deputy Director	1.5 Contiune access to project vidoes on website
General Conditions For a Positive Visitor Experience	2.1 Maintain an updated Capitol tour video	2.1 Planned update upon North Capitol Building completion	2.1 FY26- FY27	2.1 Visitor Services	2.1 Update completed in FY24
	2.2 Create intentional touchdown spaces in the public areas for visitors	2.2 Ongoing	2.2 Estimated full completion in FY26	2.2 Executive Director	2.2 Installed black benches in the Senate Building in FY25 . Reupholstered Visitor Service benches and placed around the Capitol first floor touch-down areas in FY26
	2.3 Optimize equipment inventory management	2.3 Ongoing	2.3	2.3 Associate Manager	2.3 Set-up Team will manage existing inventory
	2.4 Translate self-guided tour brochures	2.4 Completed	2.4	2.4 Executive Assistant and Visitor Services	2.4 Translated in Spanish, French, & Mandarin
Project Goals	3.1 Capitol Building level 1 flooring replacement	3.1 Ongoing	3.1 Completion FY27	3.1 Executive Director	3.1 Marble floor replacement completed,but work continues to bring it up to specifications
	3.2 Tenant security notification app	3.2 Completed	3.2 Update completion FY26	3.2 Deputy Director	3.2 Tailoring app function to meet Capitol needs and function. Organizing Emergency Liaisons for tenant notification.
	3.3 Central Plaza replacement and enhancement	3.3 Completed	3.3 FY26	3.3 Executive Director	3.3 Water proofing Central Plaza nearing completion with hardscape and landscaping in progress
	3.4 Roundabout addition	3.4 In progress	3.4 FY27	3.4 Executive Director	3.4 Roundabout structure and landscaping in place. Project amended for Pioneer Trail
	3.5 East stairs replacement and water proofing	3.5 Ongoing	3.5 FY27	3.5 Executive Director	3.5 Removal of east stairs complete. Replacement and waterproofing underway to mitigate water issues in the basement corridor.

CPB ANNUAL GOAL PLAN

GOALS	KEY TASKS	STATUS	TIMEFRAME	LEAD	NOTES
Update Website Content to Ensure Transparent and Accessible Information	4.1 Maintain current up-to-date website	4.1 Weekly review of the website by CPB, with additional help provided by DTS on occasion	4.1 Ongoing	4.1 Deputy Director	4.1 The new Capitol website was launched in FY24
	4.2 Perform an audit to identify and evaluate tags/cookies, and add accessibility to website	4.2 Ongoing	4.2 FY27 Completion	4.2 Deputy Director	4.2 Achieve website accessibility compliance through targeted auditing, functional updates, and necessary content notices
Curatorial Updates	5.1 Create and update Capitol displays	5.1 Ongoing	5.1 Total completion in FY26-FY27	5.1 Capitol Curator	5.1 Create a display showcasing the recently replaced, historic, north stair, marble treads. Also modernize outdated display cases
	5.2 Coordinate Large Element installation	5.2 Planned & in progress	5.2 Completion estimated in 2034	5.2 Capitol Curator	5.2 Coordinate all project phases to ensure successful and timely completion
	5.3 Select artwork for the North Capitol Building	5.3 Completed	5.3 Completed in FY26	5.3 Capitol Curator	5.3 Analyze the North Capitol Building’s space specifications to identify the most suitable art options, with art installation completion projected for early 2026.
Legacy Project: North Capitol Building	6.1 Develop a video series to be sent out every 2-3 months until project completion to showcase project progress, highlights, challenges, and overall vision to help Utah make a positive connection with the construction project	6.1 Completed	6.1 Videos will be shared through the end of the North Capitol Building project in FY26	6.1 Executive Director	6.1 Partnering with Storyline Films and Okland to produce updates and connections to the North Capitol Building project as we understand the impacts of the construction projects.
	6.2 Neighborhood considerations and proactive efforts to mitigate issues	6.2 Completed	6.2 Continual	6.2 Directors	6.2 CPB interfaces with the community, working diligently to communicate with the Neighborhood Council through meeting participation, emails and flyers.
	6.3 Work with partners to provide a fluid construction website to reference schedules, timelines, pictures, etc..	6.3 Completed	6.3 Through the completion of the North Capitol Building project in FY26	6.3 Executive Director	6.3
	6.4 Establish project parameters to develop waterwise landscapes	6.4 Completed	6.4 Design completion/full implementation in FY26	6.4 Executive Director	6.4 Capitol grounds, traffic circle, median, plazas and surrounding park strips

BOARD MEMBERS

The Board is made up of eleven members, including representatives from all three branches of government—executive, legislative, and judicial. Each member of the Board serves for the length of their terms in office. Dana M. Jones is the Executive Director of the Capitol Preservation Board and the Board Members are:



Governor
SPENCER J COX



Senate President
J. STUART ADAMS



Speaker of the House
MIKE SCHULTZ



Senator
KIRK A. CULLIMORE



Senator
JEN PLUMB



Representative
JENNIFER DAILEY-PROVOST



Representative
JAMES A. DUNNIGAN



Associate Chief Justice
JILL M. POHLMAN



Attorney General
DEREK BROWN



State Treasurer
MARLO OAKS



SHPO Director
CHRIS MERRITT

We would like to express our appreciation to each Board Member for their time and commitment in serving on the Capitol Preservation Board