



TEXAS RANGER HALL OF FAME & MUSEUM COMPREHENSIVE MASTER PLAN

April 2021



CREATIVE
PRINCIPALS



What is the Texas Ranger Hall of Fame and Museum?

- Historic preservation and heritage tourism partnership between the City of Waco and State of Texas
- Legislatively designated State Museum, State Memorial, State Repository, Texas Ranger Company Headquarters
- First law enforcement historical center in the U.S.



What does it represent?

- Oldest statewide protective and investigative law enforcement agency in the U.S. – serving 200 years under five flags from Mexico to the U.S.
- The best-known symbol of Texas after the Alamo
- Recognized worldwide in law enforcement, U.S. history, commerce and entertainment

What is Its Value to City and State Stakeholders?

- 4.5M+ cumulative visitors
- Between \$120M and \$170M in cumulative tourism revenue over 57 years
- Prestige for Waco as the Trustee of a State historical legacy
- Preserves and displays irreplaceable artifacts, facilitates historical research, provides multiple services to the State at no cost

Perceived Value Outside Waco, continued

- ***TripAdvisor***: Travelers Choice 2020 Award
- ***Money Inc.***: “The 20 Best Things to Do in Waco Texas”
- ***True West Magazine***: #8 Top Western Museums of 2019
- ***Houston Chronicle***: “40 Places Every Texas Kid Must Visit” 2019
- ***People Magazine***: Chip and Joanna Gains #1 Waco Favorite Place to Visit 2017
- ***Newsmax***: #10 of 50 “American Landmarks Every Patriot Should Visit” 2015
- ***Texas Highways***: #3 of Top 40 Texas Travel Destinations 2013

Why this Comprehensive Study and Dialogue?

- Avoid obsolescence and meet professional standards – built for 20,000 visitors; pre-COVID almost 100,000 gross attendance a year.
- Modernize and update exhibits and programs assuring relevancy to our diverse audience. Guarantee a factual, honest and balanced portrayal of the evolution of the Rangers towards their ideal of protection.
- Preserve Waco's Trusteeship, sustaining its three State authorizations, privileges and benefits.

Consultant Team



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- **Project experience includes:**

- The Washington Monument
- Kennedy Space Center & Space Center Houston
- 9/11 Memorial and Museum
- National Underground Railroad Freedom Center
- Holocaust and Humanity Center
- World of Coca-Cola
- American Museum of Natural History
- Dallas Museum of Art



CITY OF WACO

Goals

Complete and comprehensive study of

- Facility, Operations, Capacity, Resources and Revenues/Expenses, Physical Plan, and Fundraising
- Market Analysis, Economic Potential and Feasibility of the Renovation

Our Masterplan Goals

- Determined to assure accurate, truthful, and equitable exhibits and programs in an enhanced facility
- A spectrum of Renovation Options
- A Sustaining and Capital Fundraising program

Strength of Asset

- Today's Texas Rangers are internationally respected ranking with the Royal Canadian Mounted Police, Scotland Yard and INTERPOL.
- JRA considers TRHFM staff superior having developed innovative and award-winning programming with limited resources. The senior staff averages 13 years at the TRHFM; most have Master's Degrees, several with more than 30 years in the field.
- Their work is respected, studied for the new \$45 million U.S. Marshals Museum and the \$103 million U.S. National Law Enforcement Museum.



Key Findings:

Focus of the Story

- JRA recommends an immersive visitor experience that is accurate, candid, and direct in terms of history. It's a story of how the Texas Rangers core duty has evolved to the ideal of protecting all the People of Texas.
- The story is one of both achievements and service as well as the lessons learned from the failures of individuals and administrations.

Key Findings: *Potential*

- The Texas Ranger Hall of Fame was Waco's first tourist attraction. Of the 4.5M persons it has attracted, approximately 85% are tourists; 15% are area residents.
- Beginning in 2015, museum staff initiatives and the popularity of the commercial Magnolia Market increased attendance 37%, attracting 465,000 guests over the five-year period.
- Waco is a destination getaway, with 9 new hotels and riverfront development underway. Diversity of *unique, quality attractions* assures interest as tastes change.

Key Findings: *Unrealized Potential*

- Before Magnolia, gate attendance was in slow decline at a rate of 1.5% a year due to obsolescence. Larger regional Texas museums, with themes less popular than the Texas Rangers, average 188k visitors annually.
- History has shown that reinvestment in modern exhibits, programs and marketing is necessary to fully realize potential and avoid becoming antiquated. Obsolescence will occur over time without reinvestment .
- Investing in one of three scenarios the JRA Team suggests would see an estimated attendance increase over time of 7% to 34%.

Key Findings: *Facilities*

- The core buildings average 46 years old: built inexpensively with issues of traffic flow, structural and building systems.
- \$500K in TIFF Funds were contributed to the Research Center and \$900K in Bond funds to Knox Center. 80% of the complex was privately or State funded.
- Designed in the 1960's for 20,000 visitors a year, pre-COVID attendance was almost 100,000 a year.
- Storage and exhibit space for artifacts and archives is at 90% of capacity. Office space, work areas and parking space are limited.
- Guest and public amenities such as restrooms are undersized, especially for groups.

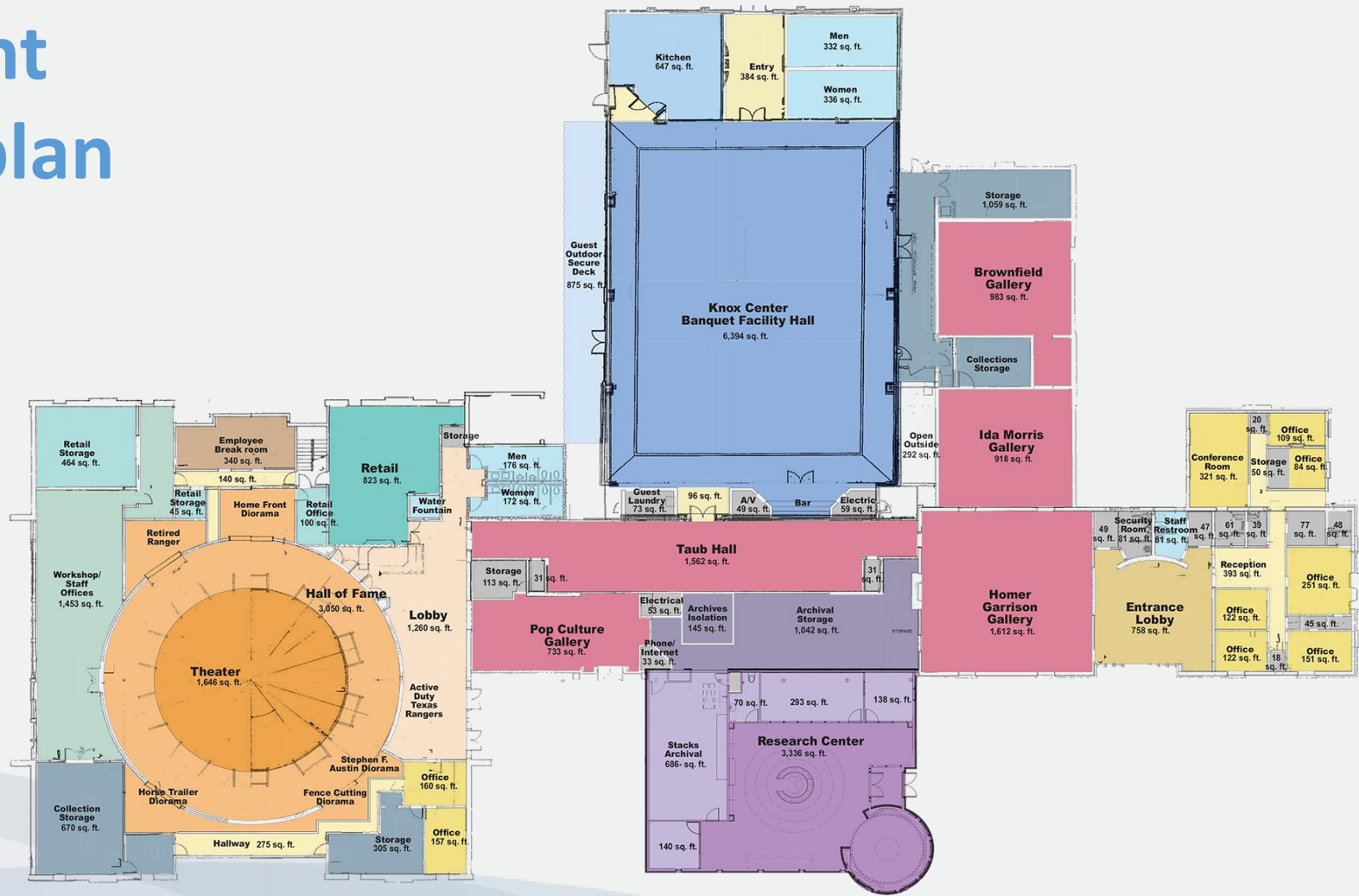
Key Findings: *Internal Operations and Staffing*

- Adjusted for inflation, the average operating budget has been largely static or decreased over the last 20+ years.
- Some essential functions are limited to one staff member per division with little or no backup.
- Staff number have been unchanged for over a decade as attendance and programs have increased.
- Need for an Exhibits Manager, Development Division, and clerical; examine single person functions.
- While Staff costs will expand, recommended redevelopment scenarios are expected to lower the subsidies from the City from average historic levels.

Key Findings: *Public Operations and Staffing*

- Adult ticket price is \$4.57 less than the regional average of \$12.57. Increases have been rare due to limited visitor experience and amenities and a desire to not price local families and schools out of the market.
- Our scenarios also examine the possibility of reallocating Knox Center as exhibit and theater space rather than unprofitable and high maintenance rental space.
- Retail operations need to be relocated, expanded and provisions made to permit online commerce.

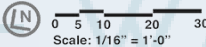
Current Floorplan



EXISTING MUSEUM FLOOR PLAN

Texas Ranger Hall of Fame and Museum

Existing Facility Plan Areas • January 25, 2021

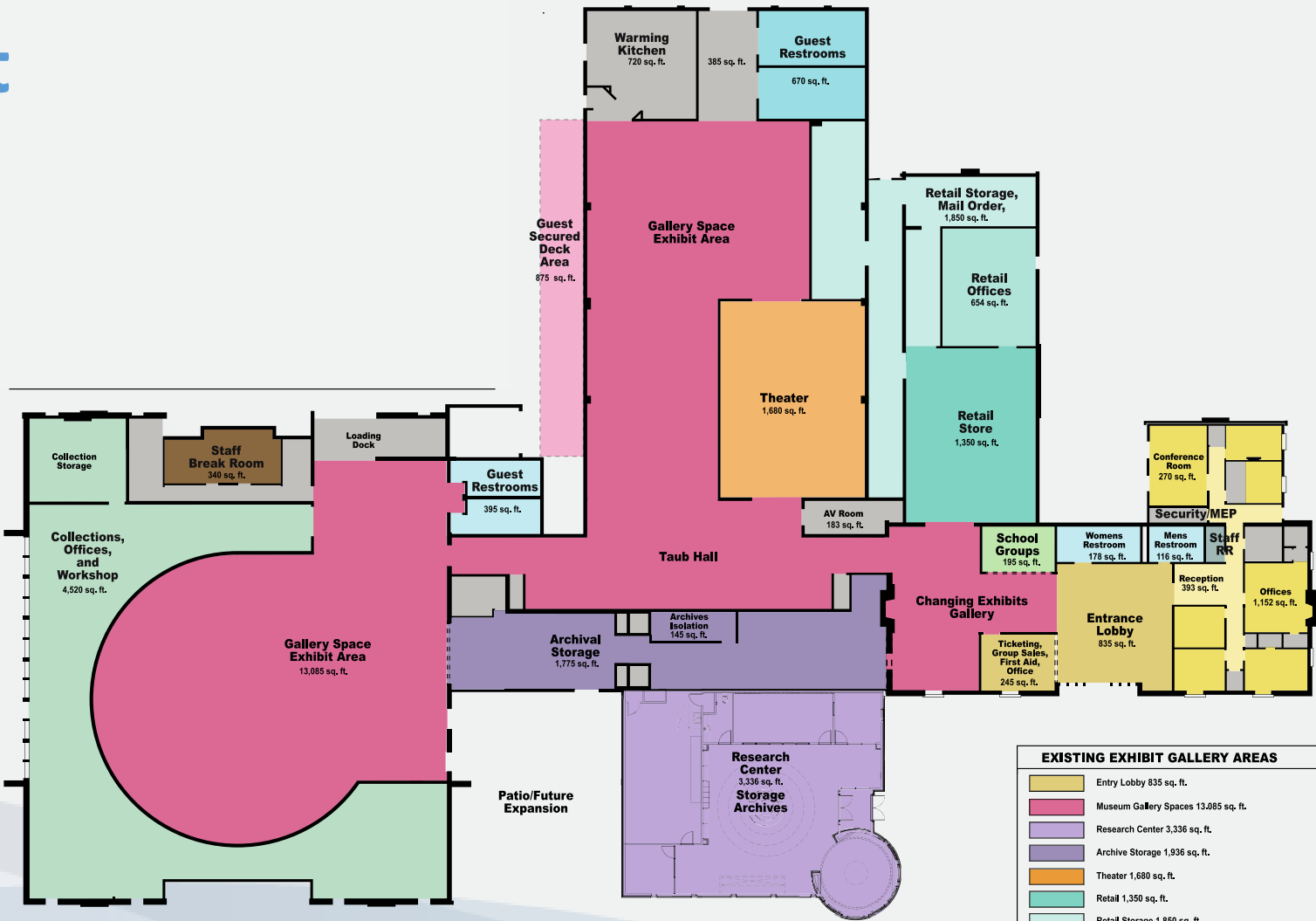


EXISTING EXHIBIT GALLERY AREAS	STAFF AND BACK OF HOUSE AREAS
Entry Lobby 758 sq. ft.	Offices 1,529 sq. ft.
Museum Gallery Spaces 5,860 sq. ft.	Restroom at Entrance 81 sq. ft.
Research Center 3,336 sq. ft.	Office Reception Area 393 sq. ft.
Lobby and Active Rangers 1,258 sq. ft.	Collection Storage at Brownfield Gallery 1,059 sq. ft.
Hall of Fame Dioramas and Theater 4,700 sq. ft.	Collection Storage at Theater 971 sq. ft.
Retail 823 sq. ft.	Operations, Mechanical, Storage 1,000 sq. ft.
Retail Storage 464 sq. ft.	Workshop, Staff Offices 1,453 sq. ft.
Restrooms at Retail 349 sq. ft.	Employee Break Room 340 sq. ft.

Three Plans for Consideration: *Modest Option*

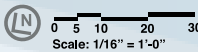
- **Modest Total:** \$23.5M
(Building \$13.5M; Exhibits \$6.1M; Contingency \$3.9M)
 - Facility renovations
 - Repurpose unprofitable Knox Center and add introductory theater
 - Relocate retail and retail storage
 - Expand restrooms
 - Reconfigure staff and workspaces
- **This model:** Enhances visitor experience and exhibits, improves some amenities, but does not solve key issues such as outdated exhibits and building obsolescence

Modest Option



EXISTING EXHIBIT GALLERY AREAS	
	Entry Lobby 835 sq. ft.
	Museum Gallery Spaces 13,085 sq. ft.
	Research Center 3,336 sq. ft.
	Archive Storage 1,936 sq. ft.
	Theater 1,680 sq. ft.
	Retail 1,350 sq. ft.
	Retail Storage 1,850 sq. ft.
	Restrooms at Entrance 295 sq. ft.
STAFF AND BACK OF HOUSE AREAS	
	Offices 1,152 sq. ft.
	Office Reception Area 393 sq. ft.
	Collection Storage, Workshop, Staff Offices, and Preparator's space 4,520 sq. ft.
	Operations, Mechanical, Storage 2,587 sq. ft.
	Employee Break Room 340 sq. ft.

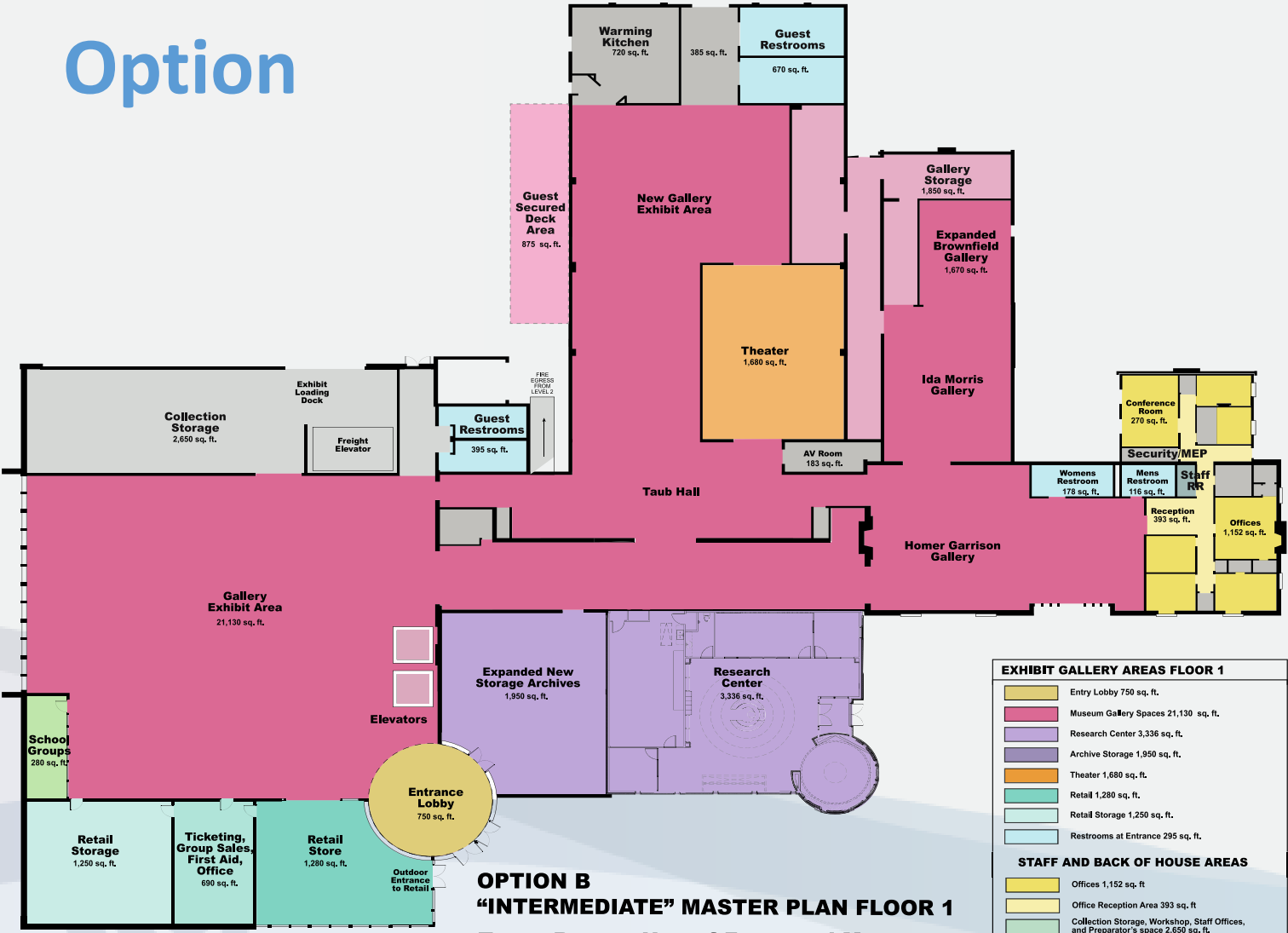
OPTION A
“MODEST” MASTER PLAN
Texas Ranger Hall of Fame and Museum
Existing Facility Plan Areas • January 25, 2021



Three Plans for Consideration: *Intermediate Option*

- **Intermediate Total: \$41.6M**
(Building \$22.7M; Exhibits \$12M; Contingency \$6.9M)
 - Demo and replace substandard Hall of Fame building; add 2nd story shell
 - Relocate entrance & lobby functions to new building
 - New expanded artifact collections, archives, retail and stock/work areas
 - Reconfigure underperforming Knox Center into exhibit space
 - Introductory theater and revised Hall of Fame
 - Consolidate gallery storage
 - Taub Hall, Ida Morris, and Brownfield gallery space reconfiguration
- **This model:** Enhances visitor experience and exhibits, resolves building infrastructure, visitor orientation space

Intermediate Option



OPTION B
“INTERMEDIATE” MASTER PLAN FLOOR 1
Texas Ranger Hall of Fame and Museum

Existing Facility Plan Areas • January 25, 2021

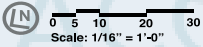
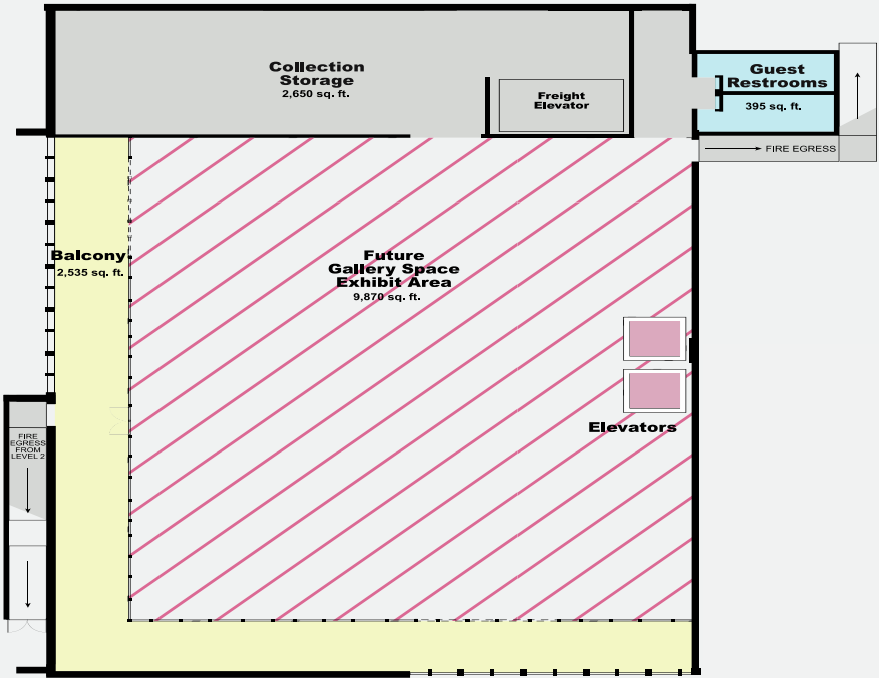


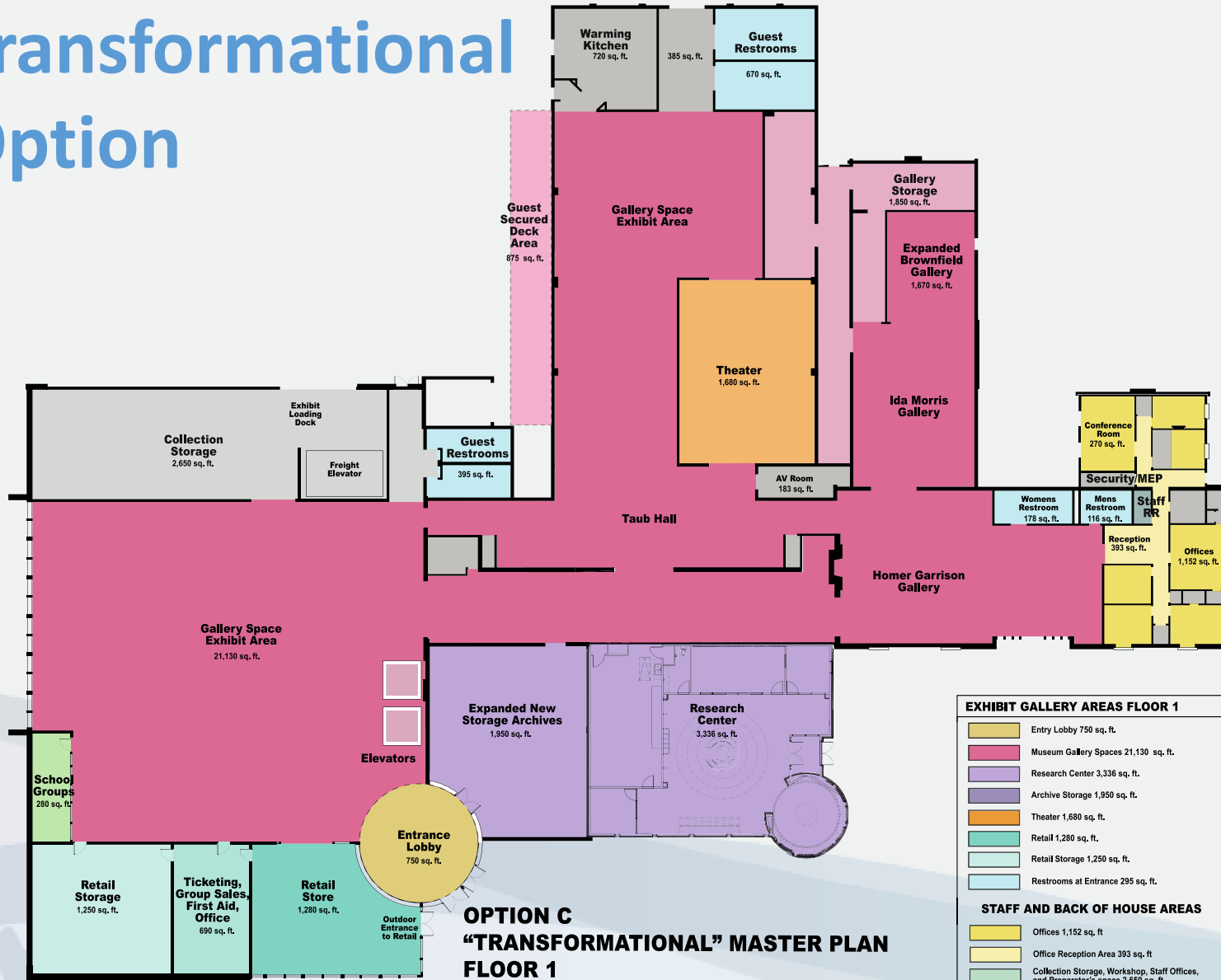
EXHIBIT GALLERY AREAS FLOOR 1	
	Entry Lobby 750 sq. ft.
	Museum Gallery Spaces 21,130 sq. ft.
	Research Center 3,336 sq. ft.
	Archive Storage 1,950 sq. ft.
	Theater 1,680 sq. ft.
	Retail 1,280 sq. ft.
	Retail Storage 1,250 sq. ft.
	Restrooms at Entrance 295 sq. ft.
STAFF AND BACK OF HOUSE AREAS	
	Offices 1,152 sq. ft.
	Office Reception Area 393 sq. ft.
	Collection Storage, Workshop, Staff Offices, and Preparator's space 2,650 sq. ft.
	Operations, Mechanical, Storage 1,790 sq. ft.



Three Plans for Consideration: *Transformational Option*

- **Transformational Total: \$45.6M**
(Building \$22.7M; Exhibits \$15.3M; Contingency \$7.6M)
 - Demo and replace substandard Hall of Fame building
 - Add and finish second-story: adding exhibits, collections and other functions
 - Relocate entrance & lobby functions to new building
 - New expanded artifact collections, archives, retail and stock/work areas
 - Reconfigure Knox Hall into exhibit space
 - Introductory theater
 - Consolidate gallery storage
 - Taub Hall, Ida Morris, and Brownfield gallery reconfiguration
- **This model:** Resolves most space-functional issues and modernizes exhibits and visitor experience

Transformational Option



OPTION C "TRANSFORMATIONAL" MASTER PLAN FLOOR 1 Texas Ranger Hall of Fame and Museum

Existing Facility Plan Areas • January 25, 2021

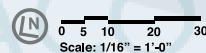
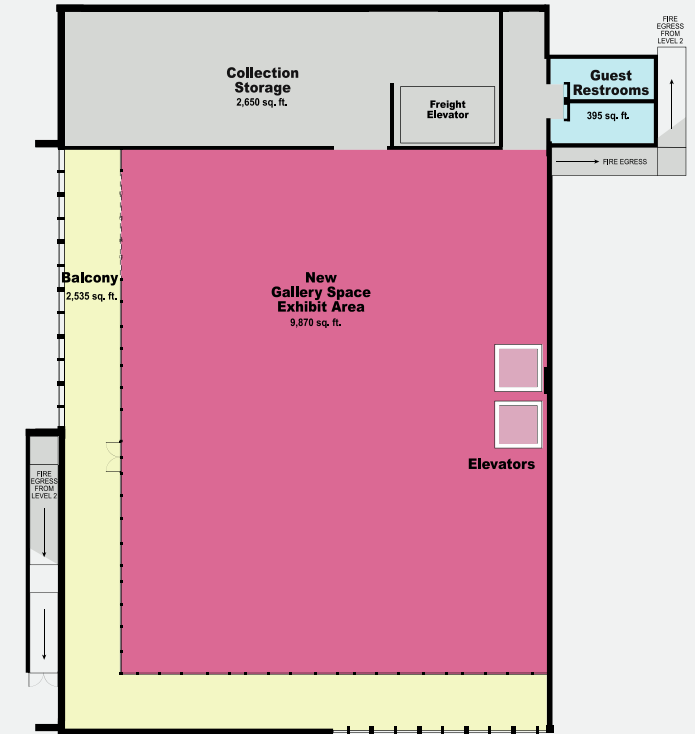


EXHIBIT GALLERY AREAS FLOOR 1	
	Entry Lobby 750 sq. ft.
	Museum Gallery Spaces 21,130 sq. ft.
	Research Center 3,336 sq. ft.
	Archive Storage 1,950 sq. ft.
	Theater 1,680 sq. ft.
	Retail 1,280 sq. ft.
	Retail Storage 1,250 sq. ft.
	Restrooms at Entrance 295 sq. ft.
STAFF AND BACK OF HOUSE AREAS	
	Offices 1,152 sq. ft.
	Office Reception Area 393 sq. ft.
	Collection Storage, Workshop, Staff Offices, and Preparator's space 2,650 sq. ft.
	Operations, Mechanical, Storage 1,790 sq. ft.



Exterior Rendering



Entry Rendering



Development and Capital Campaign Recommendations

Establish and Implement:

- Build a Philanthropic Development infrastructure
 - Create an Internal Development Division
 - Establish a General Membership Program
 - Launch an Upper-Level Giving Program
 - Implement Corporate, Foundation and Planned Giving Programs
 - Develop a slate of Annual Giving Opportunities

Challenges and Opportunities

- Take advantage of the Texas Ranger Bicentennial and its alignment with the 2023 Texas Legislative session
- Gradually diversify revenue by adding private sector, corporate and foundation support to City support and earned income
- Correct widespread misconception that City funding and earned income alone will fully cover the Museum's future needs
- Secure wider financial participation by the State and Texas Ranger Association Foundation in recognition of the half-century of services and support

Summary

- In 1964 Waco became the Trustee of a State symbol. The Texas Ranger Hall of Fame & Museum is an irreplaceable asset in terms of recognition, prestige, heritage, tourism and tourist dollars.
- To avoid creeping obsolescence and remain relevant and viable, the museum will require public, State and private reinvestment.
- This reinvestment, while significant, is a small fraction of what the historical center has contributed over the last half century, or can contribute in the future.

