



THE FUTURE OF THE

PANHANDLE-PLAINS HISTORICAL MUSEUM

JANUARY 2023



THE FUTURE OF THE PANHANDLE-PLAINS HISTORICAL MUSEUM

Table of Contents

SUPPORT LETTER.....	4
INTRODUCTION.....	7
EXECUTIVE SUMMARY.....	9
BUSINESS PLAN.....	14
STRATEGIC PARTNERSHIPS.....	44
CONCEPT PLANNING.....	47
BUILDING SPACE NEEDS.....	54
SCHEMATIC THINKING.....	69

Support Letter

THE FUTURE OF THE PANHANDLE-PLAINS HISTORICAL MUSEUM

Dear Reader:

Your interest in the future of the Panhandle-Plains Historical Museum (PPHM) is appreciated. We consider it the state's leading museum of Texas history. The collection of millions of artifacts, including significant archives of Texas thought leaders in various industries, pursuits, and passions of life, held by PPHM is continually assessed, cataloged, and archived. PPHM seeks to promote such an understanding and appreciation of the unexpected and surprising history of the Texas Panhandle to benefit a diverse public. The importance of the museum as a tool for understanding the nature of Texas and Texans and, to be sure, the American West cannot be overstated. Additionally, a contemporary appreciation of Texas values may well make an imperative contribution to our state's economic future of business and industry. The building needs to match the excellence of the collection, which is the intention of ***The Future of the Panhandle-Plains Historical Museum*** proposal.

While the impact of Texas values on our state's past, present, and future are everywhere present within our borders, the Panhandle and deep West Texas make a special contribution to the very foundation of Texas exceptionalism. These values, positively applied, are vestiges of the American West and the heart of the admonition often attributed to Horace Greely, "Go West young man," as a realization of "Manifest Destiny." We believe that to continue Texas' leadership role, an invigorated 21st-century conceptualization of Manifest Destiny in entrepreneurship, sustainable society, and economic prosperity – a clear-headed appreciation for state history and values to chart a productive way forward – is essential. The joint effort, as proposed, is the nucleus of the work.

We appreciate the complexities of political decision-making and resource allocation. Forces are pulling elected and appointed leadership in many directions. Introducing new manufacturing and commerce into the Texas economy is powerfully invaluable. However, it is equally essential that we appreciate the culture that allows social and economic success. It is the DNA of Texans. A means to share that culture and its values with the widest possible state audience, and the greater audience of our nation, elevate our state's attractiveness for long-term investment. It could be argued that investing precious state resources would have more impact, on more people, in one of our major metropolitan areas. However, the record reveals the preponderance of food, fuel, and fiber that sustains our state and nation is realized in the rural regions of Texas, produced by Texas families. These values are the ballast that guides us and help keep us on a steady course. That is the goal of this initiative. And, at no time has such direction been more imperative than at present.

The 88th legislative session, in particular, and the policies of the State of Texas more broadly are enhanced by this proposal. For instance, the new building project connects with the following:

Education – Texas State Board of Education, Texas Essential Knowledge and Skills, and State of Texas Assessments of Academic Readiness standards fulfilled for ISDs through PPHM's programming that serves every ISD in the 25,000 square mile radius;

Community – The State of Texas wishes to increase and broaden the impact of history, culture, and the arts, to enrich individual lives, strengthen communities, and improve this underserved region of Texas, now and for future generations; and

Economy – Per the Texas State Comptroller's report on the Panhandle region, maximize the contribution that the heritage tourism, creative, and recreational industries can make to the regional economy and contribute to workforce development, direct employment, and philanthropic giving.

The attached proposal: "***The Future of the Panhandle-Plains Historical Museum***," catalogs our current thinking. It would create an innovative tripartite relationship between PPHM, the Texas Historical Commission, and West Texas A&M University/The Texas A&M University System. We believe that forging a thoughtful social and economic future through this collaborative effort for our state will benefit all by understanding and communicating our past. It calls for a capital investment of \$225 million for a museum facility on the West Texas A&M University campus, coupled with a forward-looking, ground-breaking relationship between three distinctive entities.

This ambitious proposal is important for Texans in every corner and every enterprise of our great state.

Sincerely,



J. Pat Hickman
CTFP Advisory Board Committee Chair

jpathickman@gmail.com
806-679-6191



Mark Bivins
CTFP Advisory Board Committee Member

mark@bivins.org
806-678-5640

Introduction

THE FUTURE OF THE PANHANDLE-PLAINS HISTORICAL MUSEUM

Panhandle-Plains Historical Museum: Our Past is Our Future

The Panhandle-Plains Historical Museum (PPHM) has cataloged the history and culture of West Texas and the Texas Panhandle for nearly a century. Some might argue that such an appreciation for the past has little impact on the future of Texas.

We believe the deeply embedded values that make the Panhandle distinctive and register the import of thousands of communities that produce the food, fuel, and fiber critical to our nation continue to impact people in Texas. In fact, they are Texas values: Trust, family life, hard work, regard for others, personal responsibility, patriotism and love of country and place, the exercise of virtue, the free and open exercise of faith, personal and civic loyalty, and the singular importance of rugged individualism. These values represent the best of Texas and the future of our great state.

We believe it is easy to connect our current prosperity, including the care and conservatism of budgeting precious resources, and the record budget surplus that is now held in the Texas treasury. Our state's leadership has been instrumental in creating this contemporary culture built on the sure foundation of immutable values. PPHM is a steward of the artifacts and values that guide Texas into a positive future.

Accordingly, we are proposing a significant, once-in-a-century upgrade to the facilities that house the largest collection of historical artifacts to support the new PPHM. It is time. Archiving, displaying, nurturing, and sharing to the broadest possible audience the history is our future. Forces at work to make Texas like other places should be assuaged by highlighting all the honest, unvarnished history that underpins our current prosperity. The PPHM is currently cataloging nearly 3 million artifacts owned by the Panhandle-Plains Historical Society so that they will be digitally available to every student from pre-k through postdoctoral study in the state of Texas and scholars from around the world. These trails of intention lead to an exceptional view of American ideas and ideals. The power of these values cannot be overstated. They must be available to all.

Attached is a preliminary cost estimate, facilities assessment, and a preliminary program that makes the case and reveals the need for this facility at this time in our state's history. Toward that end, the **Cultural Foundation of the Texas Panhandle**, a body of leaders from around the state, supports this proposal for the West Texas A&M University campus of the Texas A&M University System, totaling \$225 million. The [Cultural Foundation of the Texas Panhandle Advisory Board](#) includes Brendon Anthony, Mark Bivins, John W. Crain, Dr. Andrew Hay, Mike Heard, J. Pat Hickman, Mark Hodges, Joel Hodge, Tim Leach, Amy McLane, Will Miller, Morris. L. Overstreet, Jerry Patterson, Nancy Painter Paup, Donald E. Powell, Karen Price, Rodney Ruthart, Cater Smith, Lionel Sosa, S. Shawn Stephens, Neil Terry, Richard Ware, and Walter V. Wendler.

In addition, we are working diligently to build a working relationship with the Texas Historical Commission. We believe the holdings of our museum, managed by the Panhandle-Plains Historical Society, are invaluable to our future and seminal in understanding what makes Texas great. Members of our board and others supporting this important concept would welcome the opportunity to visit at some time in the near future.

Executive Summary

The Panhandle-Plains Historical Museum New Building Project and Business Plan Executive Summary

Prepared by:
Andrew Hay, Ph.D.
Executive Director

"Is there a better place in Texas than this in which to build a museum which will make a contribution to the culture, and ensure the perpetuation of those American ideals, for which the great Southwest is famed?" –Mrs. T.V. Reeves, Panhandle-Plains Historical Society Secretary, 1926.

At the Panhandle-Plains Historical Museum, with ever-expanding collections representing thousands of years of history, the museum structure itself is both an architectural palimpsest, revealing the building's history in multiple layers, and an organic entity that continues to grow and evolve. As of this writing, PPHM consists of an accretion of four connected buildings, collectively representing a multitude of styles that have been knit together—with varying levels of success—into a single structure from one campaign to the next over a period of nearly 100 years.

One design element remains iconic, namely the original "Pioneer Hall," building from 1933, which was completed by the community leadership represented by the Panhandle-Plains Historical Society and West Texas A&M University. Other design elements have, in the course of time, been subsumed by subsequent building campaigns; another element includes the former library of the university.

Currently, the vast collection of PPHM is displayed throughout a group of structures within a labyrinth of difficult-to-find galleries; the collection that is not on display in galleries is housed in an outmoded building that, admittedly, poses a risk to the precious collection. Although the collection is beyond compare, the museum experience (and the storage of the collection) is something of an ordeal for the visitor and the staff member.

Getting in and around the museum should no longer be the main focus of visitor effort; anxiety regarding whether the collection is in a structure setting no longer be a distraction for the staff and board members. PPHM, like all historic museums, is a complex structure with its own history. Because the aesthetics and functioning of the building are so important to the overall experience, most major museums inevitably and appropriately evolve with the times, even if they also present an image of permanence and stability. PPHM is a major museum in the state and nation—certainly *the* museum in this region of the country. It is time that the PPHM structure evolve with the times in order to match the importance of its collection.

Executive Summary

Through the leadership of West Texas A&M University, the Cultural Foundation of the Texas Panhandle (a state-wide interest group), and the Panhandle-Plains Historical Society, a call has gone forth for a new venue for PPHM. The scheme will comprise a new museum building and offsite collections center for one of the most important museums in the State of Texas.

The venue must contain a new permanent and temporary exhibition space centered on the imaginative interpretation of the PPHM's existing collection. The former building, Pioneer Hall, will provide a number of flexible spaces suitable for a range of events. Additionally, the new venue will provide a lecture theatre for West Texas A&M University students, a variety of state-of-the-art education spaces for PPHM programs, as well as more commercial spaces for a gift shop and restaurant. It is also intended that a management structure is created that will enable the opportunities presented by the venue, its collections, and its location to be constantly and imaginatively exploited by the museum, arts, education, and local community groups. The collection itself, being housed in an offsite center, will be safeguarded well into the future.

Within the broader vision for the project, the new museum must reflect current best practice in providing an object-rich, multimedia narrative which interweaves the following thematic strands:

- the cultural history of the Texas Panhandle region, incorporating the items from the paleontological, geological, native peoples, western heritage, oil and gas, and artistic collections.
- the overriding influence of the land
- the stories of this region

The new venue is to be an all-year attraction capable of being an end-destination in its own right, appealing equally to local people and visitors to this region. The presentations are to be story-lead within a multi-sensory environment designed to both inform and entertain. The new museum is to be designed as an iconic, matching that of the original museum building from 1933.

The proposed venue must, first and foremost, provide excellent public access to the collections of PPHM, which is a major public resource for education and entertainment, in ways which have thus far been impossible at the existing site. While the PPHM collection is central to the project, the new venue should also act as a national signpost and State-wide link to other heritage venues and attractions in the Panhandle region.

The new PPHM venue must provide:

- permanent exhibition galleries to enable the collections of PPHM to be interpreted and displayed properly in order that the museum service can fully deliver its public service role
- a new public display space to enable PPHM to attract and accommodate a wide variety of national and international exhibitions. This will attract new audiences as well as

promote partnership arrangements with local education interests, of which West Texas A&M University and regional ISDs will be major players

- a sense of place in the heart of Canyon, Texas - a high quality venue in an iconic building for local people and the corporate sector to use and enjoy.

In so doing, the new venue must maximize public access to:

- the surprising history of the State of Texas through the creative use of the unparalleled PPHM collections
- an exploration of the region through its strategic location on the West Texas A&M University campus
- the heritage of the State of Texas, with a focus on the Panhandle, and the existing agencies and authorities responsible for its research and conservation life-long learning through education programs.

The new venue must be attractive to:

- people of all ages and backgrounds with a non-specialist interest in the heritage of Texas and the Panhandle region
- families looking for constructive entertainment
- people not normally attracted by the existing heritage offer
- teachers involved in delivering all aspects of the national curriculum
- West Texas A&M University students, staff, and faculty
- life-long learners, students and all those involved in education
- people with special needs.

In addition, the new PPHM venue will aim to:

- widen visitor perceptions of the Panhandle
- show that archaeology and historical processes are relevant to everyday life
- engage and enthuse visitors in current historical and environmental discoveries of this region
- stimulate enquiry-based learning
- provide different means of accessing the venue and its information for particular groups of visitors
- broaden the income base of the museum through the attraction of local people and tourists
- increase the number of repeat visitors

Immediate Actions Required

- Undertake detailed studies of the preferred site to solidify the anticipated costs and to reduce the current level of financial risk to both West Texas A&M University and Panhandle-Plains Historical Society in the capital plan;
- Develop a detailed design brief for the buildings of PPHM;
- Produce a detailed design brief for the permanent exhibition designs and an outline of program for the temporary exhibitions;
- Develop the brand for the project;

- Consider issues of governance and asset allocation and securement between West Texas A&M University and Panhandle-Plains Historical Society
- Prepare a schedule of works for PPHM collections team to prepare them for (a) the move to the new premises and (b) their conservation prior to display (if required);
- Undertake consultation on the proposals with the general public and others with an interest in the project to aid the announcement that a major project is in prospect for the Canyon and Amarillo area;
- Further refine the business case in the light of the above as well as through discussions with potential commercial partners and private stakeholders;
- Produce a definitive project master time plan with annotated cashflows for the delivery of the capital project;
- Prepare all supporting material for submission to Texas State Legislative session 2023.

In summary, the project is to provide for the permanent display of the best elements of the collection of the PPHM in a new, high quality, iconic building on the West Texas A&M University campus, and to support a comprehensive multimedia story of the people of the State of Texas and the story of the surrounding Texas Panhandle region. Additional galleries will support a lively program of temporary exhibitions and events, drawing on the reserve collections, loans from other museums, and touring exhibitions, to ensure repeat visits. Other high-quality facilities will include educational space and programming, dedicated collections store with associated curatorial facilities, state-of-the-art archives, museum shop, and a café and restaurant for visitors and corporate users. The siting of the new building should maximize attendance, accessibility, and links with other cultural and educational resources.

PPHM, Panhandle-Plains Historical Society, West Texas A&M University, and the State of Texas will be undertaking a significant shift in their respective level of activity and financial commitment in realizing the project proposals. New costs will become necessary and existing commitments will increase significantly. Furthermore, the importance and management of PPHM will change from its current level to a highly prominent aspect of the State's portfolio of history, arts, and leisure in this region. This analysis, and the supporting comments, suggest that the underlying financial model is robust and that the State of Texas should – with some confidence – support the new project scheme at the operational level.

Business Plan

THE FUTURE OF THE PANHANDLE-PLAINS HISTORICAL MUSEUM

The Panhandle-Plains Historical Museum: Building Project and Business Plan

Prepared by:
Andrew Hay, Ph.D.
Executive Director

I. Introduction

The cultural life of every region, and most communities of any size, is in large part defined by museums. The Panhandle-Plains Historical Museum (PPHM) as it exists today—a civic, mission-driven enterprise offering public access to art, community, education, heritage, and entertainment—is widely recognized as a distinctive contribution to the quality of life and cultural identity of the Panhandle, as well as an important contributor to the State of Texas and the nation at large.

As the first university museum in the State of Texas, PPHM had by the early 1930s emerged as an enthusiastic leader in collecting, preserving, and interpreting some of the most important artifacts in Texas history: rare fossils from the Palo Duro Canyon; unique cultural items from the Kiowa and Comanche nations; the interviews of Charles Goodnight and early pioneers to the area; the collected papers of Texas State Senator Teel Bivins and other political leaders; one-of-a-kind artifacts from the JA, LX, LIT, 6666, T-Anchor, and other historic working ranches; the earliest technology from the Oil and Gas industry; unparalleled artifacts of the Army of the West and the U.S. Calvary, and millions of other artifacts which express the history of the nation in its last, and greatest, frontier.

Through extraordinary philanthropic support, and by the work of its governing body, the Panhandle-Plains Historical Society (PPHS),¹ the museum was therefore able to build a collection in a matter of a few generations that rivals those of any museum in the nation. To be sure, such success had been contemplated by the museum's founders only a few decades earlier. The impetuous, as explained by West Texas A&M University's (WTAMU) second president, J.A. Hill, was to collect a record of the pioneers of the region, and in so doing, "pass on to coming generations those invisible and retractable ideals which, in a half century, have transformed the High Plains of Texas." This sentiment led to a prolific effort at the dawning of "a beautiful and durable monument" of the PPHM building in 1933. Due to its commitment to the public good and a democratic mission, and to the extraordinary philanthropic support that made it possible, PPHM represented a new direction in the State of Texas that was more closely tied to the communities that founded the institution while also being deeply partnered with WTAMU and the Texas A&M University System.

¹ See <https://www.tshaonline.org/handbook/entries/panhandle-plains-historical-society>

Through the collecting initiatives of PPHS over the past century, this vital, community-oriented institution has helped to define the daily experience of this region of Texas, not only for the local resident of this unique land but also for the casual tourist, college student and faculty member, expert researcher, and, perhaps at the heart of everything, for service to every K-12 ISD in the top 26 counties of Texas. Such contributions are essential to the success of the social, political, and economical environment for the past century of this rural portion of the nation.

At PPHM, with ever-expanding collections representing thousands of years of history, the museum structure itself is both an architectural palimpsest, revealing the building's history in multiple layers, and an organic entity that continues to grow and evolve. As of this writing, PPHM consists of an accretion of four connected buildings, collectively representing a multitude of styles that have been knit together—with varying levels of success—into a single structure from one campaign to the next over a period of nearly 100 years.

One design element remains iconic, namely the original “Pioneer Hall” building from 1933, which was completed by the community leadership represented by PPHS and WTAMU. Other design elements have, in the course of time, been subsumed by subsequent building campaigns; another element includes the former library of the university.

Currently, the vast collection of PPHM is displayed throughout a group of structures within a labyrinth of difficult-to-find galleries; the collection that is not on display in galleries is housed in an outmoded building that, admittedly, poses a risk to the precious collection. Although the collection is beyond compare, the museum experience (and the storage of the collection) is something of an ordeal for the visitor and the staff member.

Getting in and around the museum should no longer be the focus of visitor effort; anxiety from staff and board regarding whether the collection is in a secure structure setting should no longer be a distraction. PPHM, like all historic museums, is a complex structure with its own history. Because the aesthetics and functioning of the building are so important to the overall experience, most major museums inevitably and appropriately evolve with the times, even if they also present an image of permanence and stability. PPHM is a major museum in the state and nation—certainly *the* museum in this region of the country. It is time that the PPHM structure evolve with the times in order to match the importance of its collection.

1.1. Cultural Foundation of the Texas Panhandle and the Program of Requirement

In light of the history and factors of the museum's setting on campus, and in light the need to have a funding injection from the State of Texas, WTAMU President Walter Wendler formed a state-wide advisory board, the Cultural Foundation of the Texas Panhandle, tasked with – among many things – influencing the awareness and impact of PPHM with the State of Texas and beyond.² The result of the work of this group was WTAMU's request for a “program of

² CFTP also represents the combined management of PPHM and the TEXAS Outdoor Musical in Palo Duro Canyon State Park. The role of this combined-group-entity is to preserve the cultural foundation of the Panhandle and the

requirement” to assess the needs of the current PPHM building, which is the first step towards a legislative request. The result is the desire, on behalf of WTAMU leadership, the CFTP board, and the PPHS board of trustees to pursue a new project for the museum; namely, a new museum building and a curatorial center for the artifacts and objects of the collection.

I.2 Vision

The following is a vision statement for the project: The project is to provide for the permanent display of the best elements of the collection of PPHM in two new, high quality, iconic buildings on the WTAMU campus, and to support a comprehensive and innovative multimedia story of the people of the State of Texas and the story of the surrounding Texas Panhandle region: a main museum building and an off-site curatorial center. Additional galleries will support a lively program of temporary exhibitions and events, drawing on the reserve collections, loans from other museums, and touring exhibitions, to ensure repeat visits. Other high-quality facilities will include the educational spaces and programs that PPHM is already known for state-wide, a museum shop, a café and restaurant for visitors and corporate users, and a dedicated collections facility with associated curatorial facilities. The siting of the new building should maximize attendance, accessibility, prestige, and partnerships with other cultural and educational resources.

I.3 Operational and Financial Objectives

The operational and financial objectives of the project require that the new museum can be successfully operated without significantly increasing the revenue support given to the existing PPHM entity (currently a \$3.2 million annual budget) and that the new museum is financially sustainable in the long term through the efforts of PPHS fiduciary and governance oversight and WTAMU partnership and influence.

I.4 Outcome of the Program of Requirement

Within the broader vision for the project, the new museum must reflect current best practice in providing an object-rich, multimedia narrative which interweaves the following thematic strands:

- the cultural history of the Texas Panhandle region, and the wider State of Texas, incorporating the items from the paleontological, geological, native peoples, western heritage, oil and gas, and artistic collections;
- the overriding influence of the land
- the stories of this region of the nation

The new project is to be an attraction capable of being an end-destination for heritage tourism, appealing equally to local people and visitors to this region. The presentations are to be story-

State of Texas. This effort extends the purpose and reach of WTAMU, the musical, PPHM, and the Palo Duro Canyon as one of the most significant natural landmarks and a powerful seedbed of culture and history in Texas. For more, see: <https://www.wtamu.edu/about/administration/cftp/index.html>

lead within a multi-sensory environment designed to both inform and entertain, with the desire to engage audiences nationally (and globally) as well as locally. The new PPHM museum building is to be designed as an iconic, matching the prestige of the original museum building from 1933.

As a result of the Program of Requirement, which has been produced in consultation with [Facility Programming, Gallagher & Associates](#), WTAMU leadership, and museum staff and board, a site on the West side of the WTAMU campus was initially identified as the preferred location. This was proposed due to the qualitative existing site of PPHM and venue. The Program of Requirement concluded that, while developing a new site will be technically demanding, it will be the most sustainable option for the long term.³ This is the key reason why a new venue is being proposed, since long-term sustainability is a key requirement of the project's development vision. It is also clear that no other site on WTAMU exhibits such long-term advantages for the museum building, as well as the offsite "Curatorial and Collections Center."⁴

The following business plan thus describes the anticipated operation of the PPHM project on the proposed site(s) and offers several options depending on the degree of commercial activity to be added to the project.

II. The PPHM Project in Context

PPHM's brief for the project can be summarized as:

- a spectacular display of PPHM's existing collection;
- the collection would be displayed in a new museum building that emphasizes the overriding influence of this region in the nature and development of this part of the State of Texas;
- the history (up to the present day) and social history of the region to be presented in a contemporary and enjoyable and innovative way. The collection will therefore be seen in the context of the prehistory and the later history of the area;
- a dedicated set of highly designed exhibit galleries to reflect PPHM's outstanding holdings;
- the headquarters of a small but efficient and sustainable museum collections center that will set standards, both for public services and for collections care, for other museums in the State of Texas;
- the project must be planned, considering the complete range of services, and integrate with the broader strategic framework for culture, within the region, state, and nation.

II.1 The Project: Local Context

The proposed development must, first and foremost, provide excellent public access to the collections of PPHM, which is a major public resource for education and entertainment, in ways

³ This "sustainability" of the site is due to its ability to allow PPHM to continue to run a sustainable operational model—one that does not see the threats of the old venue.

⁴ The new site would promote what has become the "historical" heart of the WTAMU campus itself.

which have thus far been impossible at the existing site.

While the PPHM collection is central to the project, the new venue on the WTAMU campus should also act as a national signpost and State-wide link to other heritage venues and attractions in the Panhandle region and beyond.

The new PPHM venue must provide:

- permanent exhibition galleries to enable the collections of PPHM to be interpreted and displayed properly in order that the museum service can fully deliver its public service role;
- a new public display space to enable PPHM to attract and accommodate a wide variety of national and international exhibitions. This will attract new audiences as well as promote partnership arrangements with local education interests, of which WTAMU and regional ISDs are of primary importance;
- a sense of place in the heart of Canyon and Amarillo, Texas – a high quality venue in an iconic building for local people and the corporate sector to use and enjoy;
- a continued gateway between the campus of WTAMU, its faculty and students, and the region; a gateway between the region and the entire state; and a gateway between the region and the multi-state area.

In so doing, the new venue must maximize public access to:

- the surprising history of the State of Texas through the creative use of the unparalleled PPHM collections;
- an exploration of the region through its strategic location on the WTAMU campus;
- the heritage of the State of Texas, with a focus on the Panhandle, and the existing agencies and authorities responsible for its research and conservation;
- life-long learning through robust educational programs.

The new museum venue must be attractive to:

- people of all ages and backgrounds with a non-specialist interest in the heritage of Texas and the Panhandle region;
- families looking for constructive entertainment;
- people not normally attracted by the existing heritage tourism on offer;
- teachers involved in delivering all aspects of the Texas State educational curriculum;
- WTAMU students, staff, and faculty;
- life-long learners, students, and all those involved in education;
- people with special needs.

In addition, the new PPHM venue will aim to:

- widen visitor perceptions of the Panhandle;
- show that archaeology, historical, and scientific processes are relevant to everyday life;
- engage and enthuse visitors in current cultural, historical, environmental, and industrial discoveries of this region;
- be a cultural and educational resource for an underserved, rural region of the nation;

- stimulate enquiry-based learning through STEM initiatives;
- provide different means of accessing the venue and its information for particular groups of visitors;
- broaden the income base of PPHM through the attraction of local people and tourists;
- increase the number of repeat visitors.

The foundational objective of the project can therefore be summarized as being:

The project will comprise a new museum building and offsite collections center for one of the most important and storied museums in the State of Texas. The venue on the WTAMU campus must contain a new permanent and temporary exhibition space centered on the imaginative interpretation of PPHM's existing collection. The former building, Pioneer Hall, and the new building will provide a number of flexible spaces suitable for a range of public and private events. Additionally, the new museum venue will provide a lecture theatre for WTAMU students, a variety of state-of-the art educational spaces for PPHM programs, outdoor spaces for the young patrons, as well as more commercial spaces for a gift shop and restaurant. It is also intended that a staffing structure is created that will enable the opportunities presented by the venue, its collections, and its location to be constantly and imaginatively exploited by the museum, WTAMU, arts, education, and local community groups.

In developing solutions to these objectives, there are several absolute needs that must be met to develop the new PPHM site:

- to make appropriate use of the existing collections to aid interpretation;
- to provide space for the storage of items of the collection not on display in ways that are easily accessible to PPHM staff and to researchers in order to ensure suitable collections care, inventory, catalogue, research, and documentation;
- to create a year-round venue capable of responding to changing needs of the region and state;
- to structure the capital expenditure in accordance with the funding agreement to be reached with WTAMU and others, that is, to plan and design within what is achievable in both budget and square footage;
- to ensure that the resulting facility can be managed within appropriate PPHM budgetary and staff constraints and that it can be supported by WTAMU, PPHS, and other public and private entities.

II.2 The Project: State-wide Context

It is important to recognize at the outset that any new development in the Panhandle will find itself subject to the over-arching pressures that are affecting cultural planners (in their widest sense) in the State of Texas as a whole. During the 1960s and early 1970s the heritage tourism industry (which encompasses site interpretation facilities, visitor centers, field centers, environmental study centers, and museums) witnessed a boom that lasted well into the late

1980s.⁵ This period was characterized by the establishment of a large number of new sites and facilities managed independently through trusts, and/or charitable companies, often with underpinning support from state and local governments. They were usually established to provide alternative, or complementary, services to the established state or county government museums and other facilities and were usually associated with, and were in part developed to supply, the growing and successful heritage-lead tourism industry.

During this period, improved standards of visitor management and the technologies associated with new and developing methods of interpretation (particularly computer-generated and hands-on) were established, and the new attractions – which depended to a large extent on income from admissions – were advertised and marketed with growing success. Many smaller interpreted historic and environmental sites, museums, and science and technology centers were established during this period, often looking to best practice in the nation; particularly in terms of environmental and technology-based interpretation. The concept of a “visitor center,” to act as the initial point of entry to an interpreted landscape, urban setting or historic or industrial site, also developed as a separate identity during this period.

In retrospect, the mid-to-late 1980s and 1990s may come to be seen as a relatively golden age in the construction and redevelopment of buildings in the arts, museums, and the built and natural environments, with PPHM being no exception.⁶ Many Texas cities developed world-class facilities (or refurbished facilities) during this period, for instance, the Witte Museum in San Antonio. The first and second decades of the 2000s also revealed another boom of museum construction in Texas, notably captured in the construction of the Bullock Texas State History Museum, the redesign of the Pavilion at the Kimbell Art Museum, and the construction of Perot Museum of Nature and Science.

However, it is clear that some cultural attractions, in competing for a static (if large) market, will struggle – with even the survivors facing serious consequences as the maintenance, renewal, and increased facilities management costs of new and expanded premises and services eat into the balance sheet. In this context, every new project or series of projects must be viewed with caution against a rigorous appraisal of investment, viability, and sustainability.

It is recognized that an incremental development approach – with each stage underpinned by secured finance and serving proven markets – is the most acceptable and realizable way forward in the current financial climate. This approach gives management – both at PPHM and WTAMU – the opportunity to review the effectiveness of their operation before proceeding to any further stage, thus enabling the rate of development to be controlled carefully. In the PPHM case, however, these principles have to be balanced against the desire to create an initial critical mass coupled with the availability of state legislative funding, which have a shelf life. Thus, while the operational side must be organic and sustainable developmentally, an initial, and in some senses

⁵ The undulations of the Oil & Gas industry during this period surely had an effect on capital in some portions of the state.

⁶ The “Don Harrington Petroleum Wing” at PPHM, e.g., was completed in 1983, with subsequent exhibit renovation in 2016-17.

substantial, capital injection from the State of Texas and private contributors is required. We believe that this is the case with the PPHM new building(s) project.

In the past, justifications for renovation to the existing PPHM building (or even the proposal of a new site off-campus) have been proposed, with the thought that this would produce direct, quantifiable economic benefits in the Panhandle region. However, the ability of a new venue and building for PPHM, and its ability to enhance the local economy (and through this, to aid PPHM's own self-sufficiency and WTAMU long-term support), can be related to a number of broad factors. These factors help to set the development framework for the new building project:

- the nature and demonstrable appropriateness of the new venue in the context of the wider state economy and, particularly, the sectors in which it will operate – leisure, heritage tourism, education, conservation;
- its ability to stimulate both inward and outward investment for both development capital and revenue/operational support from private and governmental levels;
- its ability to continue to penetrate (annually) the tourism and day-trip markets, bearing in mind the level of present and future competition within a (generally) static overall market;⁷
- its ability to create new, high skilled jobs and to provide new services in its environs which can then engender new initiatives, both in the educational and community sense .

In the State of Texas, several visitor centers and heritage sites have been cited as economic regenerators through their direct contribution to tourism and through the ways in which they act as catalysts for subsequent commercial development and other inward and outward investments.⁸ These sites include (among others): Dallas Museum of Art (Dallas), Perot Museum of Nature and Science (Dallas), Amon Carter Museum (Ft. Worth), Museum of Fine Art (Houston), Museum of Nature and Science (Houston), The Bullock State History Museum (Austin), the Witte Museum (San Antonio), and the DoSeum (San Antonio) .

All these developments have been characterized by a combination of the following factors which have lessons for the PPHM project:

- large-scale capital investment involving partnerships between local authorities and state agency support over a long time period;
- commitment to ongoing revenue and professional support from a lead organization;
- major efforts by the management boards/trustees to ensure continued fundraising and visitor development campaigns;
- they occupy sites of considerable and acknowledged historical importance or are prominent sites capable of being an attraction in their own right;

⁷ PPHM, as a 100-year institution, already has some of these markets. However, the effect of a new venue (and attendance development and marketing opportunities) creates significant goals for increase. More on this below in the "business case."

⁸ There are many entities to choose from in the state. The following examples are those that seem to be of high profile economically for their respective region or city.

- they have benefited from being close to, or part of, sites characterized by large scale development work and infrastructure improvements for access, the cost of which has (usually) been borne by others;
- they have artifact collections (or access to artifact collections) and technological advancements of unique and unparalleled quality and rarity;
- carefully structured admission policies to maximize gain from the tourism market while minimizing the impact on the local community;
- they act as indispensable educational and research catalysts for their city or region.

Looking at the new venue for PPHM, the above factors are in place either actually or potentially:

Factor	PPHM Project
large-scale capital investment involving partnerships with local and state	Mix of local and state government and private capital funding.
commitment to ongoing revenue and professional support	a healthy and consistent donor base for PPHM, comprising local and state-wide interest.
major efforts by management boards/trustees to continued fund raising	The PPHS board and WTAMU are committed to long-term support for project
occupy site of considerable and acknowledged historical importance or prominent sites capable of being an attraction in its own right	catchment market of some 7.25 million people in a unique region of the State of Texas known for major (albeit often unknown) national historical events. ⁹
close to, or part of, sites characterized by development and infrastructure investment by others	considerable capital and development either completed or planned on the WTAMU campus and the surrounding Canyon/Amarillo areas, evidenced by the development plans and the activities of the local leadership and city commissions.
artifact collections (or access to artifact collections) of unique and unparalleled quality and rarity	over 3 million items of exquisite provenance and quality, particularly in the realm of geology, paleontology, natural history, native peoples, western heritage, Oil & Gas, and southwestern art.
carefully structured admission policies	PPHM admissions levels, etc.
educational and research catalysts for city or region.	PPHM acts as an educational arm of WTAMU, and the museum serves every ISD in (at least) a 25,000 square mile radius (and beyond)

II.3 Existing Position

⁹ See below for more on this 7.25 million leisure market for the region.

PPHM consists of one state registered landmark building among its various structures. All of the structures are from the early- to mid-20th century, whereas the final structure (Harrington Petroleum Wing) dates from the late 1980s. Various renovations to these spaces have occurred: Pioneer Hall in 2001; portions of the 1966 wing in 2006; and the Petroleum exhibit in the Harrington Petroleum Wing in 2016. The original Pioneer Hall building is a registered historical landmark with Texas Historical Commission.¹⁰ Museum display is arranged over three floors and both visitor facilities and access are poor. The condition of the structures is inadequate for PPHM's purpose and for the standards of the museum field and the Texas A&M University System. Notwithstanding this, there could be some public support for refurbishment. But in all, the building is affected by subsidence and is in need of structural repair. At present, parts of it are sectioned off for safety reasons.

The new building of PPHM will produce a capital return to PPHS and WTAMU and the wider region. PPHM envisages the opportunities from numerous funding streams appropriate to this project being made available to help with consolidating the collections and provide a new modern interpretive facility for the region and state.

Furthermore, PPHM is accredited by the American Alliance of Museums,¹¹ which is a national governing body that brings a "high profile, peer-based validation of [the] museum's operations and impact."¹² This project is seen as a means to continue the requirements of this accreditation and build upon and already respected profile.

PPHM offers a range of exhibitions and activities throughout the year. Currently, the permanent exhibits are "People of the Plains," "Paleontology," "Petroleum," and the various art galleries. There are several activities targeting different audiences, for example: "Dino Day" (a special archaeology day), "High Fashion to the High Plains" (an exhibition), "Constitution Day" (activity for K-5 students), and "Week of the Young Child" (activity for pre-K children). The museum also offers its audiences special exhibitions and several educational spaces: "Mythical Creatures" (an exhibit on loan from the American Museum of Nature and Science), the STEAM LAB (educational science space), and various public and private events throughout the year.

The current storage of PPHM is spread around several sub-grade locations in the building. The museum is acutely aware of the importance of caring for, and using, the stored collections – on site at the new museum if possible. Currently, the storage at PPHM is generally below modern museum standards when it comes to the physical structure. The natural history and other collections at the museum are accumulated in boxes one on top of the other or in various shelving units that comprise the original "stacks" of the university library building. This project thus provides an opportunity to produce high quality storage facilities.

Visitors to PPHM for 2022 were:

¹⁰ <https://atlas.thc.texas.gov/Details/8200001533/print>

¹¹ PPHM received its reaccreditation Jan. 2023. The next reaccreditation process will take place in 2037.

¹² http://www2.aam-us.org/resources/assessment-programs/accreditation/accredited-museums?_ga=2.102414599.787304317.1677179565-1880141192.1660663409

Adults	21,000	\$12.50
Seniors/Veteran/Military	5,200	\$10
Children (4-12)	13,600	\$6
WT students	1,200	Free
Special events	15,000	Varied

II.4 University, Local, and State Policy

The new building project of PPHM will correspond directly to several state, regional, and local initiatives. In the first place, the proposed new building for PPHM accords with the Texas A&M University System strategic plan, specifically in several “strategic imperatives” that focus on student quality of life, experience, cross-discipline research:

- our member institutions will develop the educational experiences, experiential opportunities and service opportunities our students need to succeed post-graduation in a global economy;
- we will continue to encourage cross-institution and cross-discipline collaboration, and we will support our member institutions in their research pursuits;
- it is the System’s hope that students grow intellectually and personally in a way that allows them to make great contributions to the state of Texas and the world at large.¹³

The new project also connects with WTAMU’s “WT125” strategic plan, which notes that the university “provides priceless assets to support the arts and humanities” of the region and state, and that “a special focus of the history of the Texas Panhandle comes alive through the work of the Panhandle-Plains Historical Museum.” More specifically, Maxim 1 of the plan (“Serve the Panhandle and Its Heart”) notes that PPHM “contributes to the power of West Texas A&M University to serve the Texas Panhandle,” and that the museum offers insights into “our institution and the lives of the people who study and visit here,” and also that it “powers the mind and provides insights to students, faculty and the Panhandle community.” PPHM also aligns with several remaining maxims of WTAMU’s strategic plan:

- build undergraduate and academic excellence;
- learn and live: residential education experience;
- foster locally responsive research and infrastructure.¹⁴

The City of Canyon’s “Comprehensive Plan” of 2022 – the city in which PPHM is located – responds to specific initiatives of the city government in at least the following ways:

3.2 Promote the development of key gateways and nodes for non-residential development;

3.2.1 Focus non-residential development in a nodal pattern around key, high visibility intersections;

¹³ <https://www.tamus.edu/system/wp-content/uploads/sites/18/2020/09/BOR-StrategicPlan-v6-HR.pdf>

¹⁴ <https://www.wtamu.edu/files/docs/about/WT125/WT125-From-the-Panhandle-to-the-World.pdf>

- 3.3 Create family-oriented venues and gathering places;
 - 3.3.1 Work with the EDC to provide incentives to businesses that cater to youth and entertainment options;
- 3.4 Assist in speeding up the development review process and/or waiving development fees for the new businesses that align with the goals and actions of this Plan.
- 3.5 Focus key non-residential redevelopment efforts around the prominent thoroughfares and intersections, including the intersection of 4th Avenue and 23rd Street;
- 8.4 Identify opportunities to highlight Canyon's heritage through continued historic preservation and incorporation of the historic inventory into branding and gateway strategies.¹⁵

The City of Amarillo – that is, the city with the largest immediate market – is in the midst of a new comprehensive strategic plan, through 2045. Given the growth pattern of this 200,000-person market, which is towards the town of Canyon, the interests of PPHM will be shaped by access to the new building project by the ISDs of this region and the population in general. The initial policies of the strategic plan connect with the new museum project in educational and cultural ways:

- integrate recent parks, arts, and cultural planning;
- leverage partnerships and other infrastructure;
- celebrate historic and cultural assets.¹⁶

The PPHM project also accords with the policies of the State of Texas, which are split into the following categories:

- *Education* – Texas School Board of Education, TEKS and STAAR standards fulfilled for ISDs through museum's programming that serves every ISD in the 25,000 square mile radius of this part of the state;¹⁷
- *Community* – increase and broaden the impact of history, culture, and the arts, to enrich individual lives, strengthen communities, and improve this underserved region of Texas, now and for future generations;¹⁸
- *Economy* – Per the Texas State Comptroller's report on the region, maximize the contribution that the heritage tourism, creative, and recreational industries can make to the regional economy and contribute to work force development, direct employment, and philanthropic giving.¹⁹

These state policy objectives can be readily translated and specified with reference to the proposed PPHM project. Many needs will be met by the project, including:

- *Children and young people* – it is clear that PPHM's new museum facility will enhance access to, and the quality of experience of, K-12 student engagement with the collections. Currently, apart from the STEAM Lab and Pioneer Town, which is a popular

¹⁵ <http://canyontx.com/DocumentCenter/View/5138/Comp-Plan-Implementation-Matrix-Update-Oct-2022>

¹⁶ <https://www.amarillo.gov/home/showpublisheddocument/34721/638139594643200000>

¹⁷ <https://tea.texas.gov/academics/curriculum-standards/teks/texas-essential-knowledge-and-skills>

¹⁸ See the ethos of heritage tourism outlined by the Texas Historical Commission:

https://www.thc.texas.gov/public/upload/publications/THC%20HT%20Strategic%20Plan%20Final%20with%20live%20links_2.pdf

¹⁹ <https://comptroller.texas.gov/economy/economic-data/regions/2022/high-plains.php>

hands-on resource, the remainder of PPHM's exhibitions are recognized as being essential to education experiences for student of this region of the state.

- *Communities* – the new PPHM building will display the highly acclaimed ethnological, western heritage, paleontological, geological, and artistic collections from this region and beyond. A new building will allow for some of the collection to be displayed for the first time to the public on a permanent basis. Many of these items display the rich history of the State of Texas, and the new venue will allow a sense of connection for those who call Texas home. The site will be able to offer visitors a range of activities and cultural attractions that center on the Panhandle of Texas. By increasing the staff numbers and adding new roles, an emphasis will be placed on educational programs, lifelong learning, and unique experiences.
- *Economy* – The Panhandle of Texas needs a dynamic economy that is able to adapt to changing state and national economic forces where new sectors, technologies, and institutions are changing rapidly. The new museum building can only contribute to the added-value nature of what the High Plains has to offer.

Finally, "Travel Texas" states that PPHM is the "Smithsonian with a Texas Accent," and has "extraordinary exhibits chronicling the histories of art, geology, paleontology, vehicles, decorative arts, the petroleum industry, sports, and textiles of the Panhandle Plains region. We came away thoroughly educated about the area."²⁰ It is clear that the new venue for PPHM will add its weight to the tourism offer in this part of Texas by offering a potential unlike the traditional attractions in the region.

II.5 The Museum Buildings in Principle

As mentioned above, a Program of Requirement has been produced in consultation with [Facility Programming, Gallagher & Associates](#), WTAMU leadership, and museum staff and board. Calculations have been made for the area requirement of the permanent and temporary galleries at a new museum building based on existing display areas and an allowance for other components of the collections that will be incorporated into the new displays.

An allocation has been made for collections storage at an off-site "Curatorial and Collections Center," taking into account best practices in preservation and conservation, with an allowance for the expansion of the collection.

The forthcoming base business case assumes that all the requirements (including collections storage) will be accommodated in two buildings: on-site in the new museum and at the off-site collections center. This will significantly aid the operation of the museum service and satisfy a key requirement of the museum staff and public expectation and experience. It is also coincidentally the most cost-effective and innovative way of handling collections storage.

²⁰ <https://www.traveltexas.com/articles/post/culture-becomes-art-in-museums-of-the-texas-panhandle/>

The Program of Requirement indicates a *gross* square footage of 153,333²¹ for a new museum building and 50,000 gross square footage for a curatorial center. The *actual* square footage from the Program of Requirement is broken down into the following categories:

Museum Building Space	Actual Sq. Ft.
Building entry and commons	2,000
Food service	500
Galleries and Exhibition space	75,000
Educational Space	5,000
Office	5,000
Archives/Research Center	4,500
Total Actual Square Feet	92,000

Curatorial Center	Actual Sq. Ft.
Storage	25,000
Shop	5,000
Total actual sq. ft.	30,000

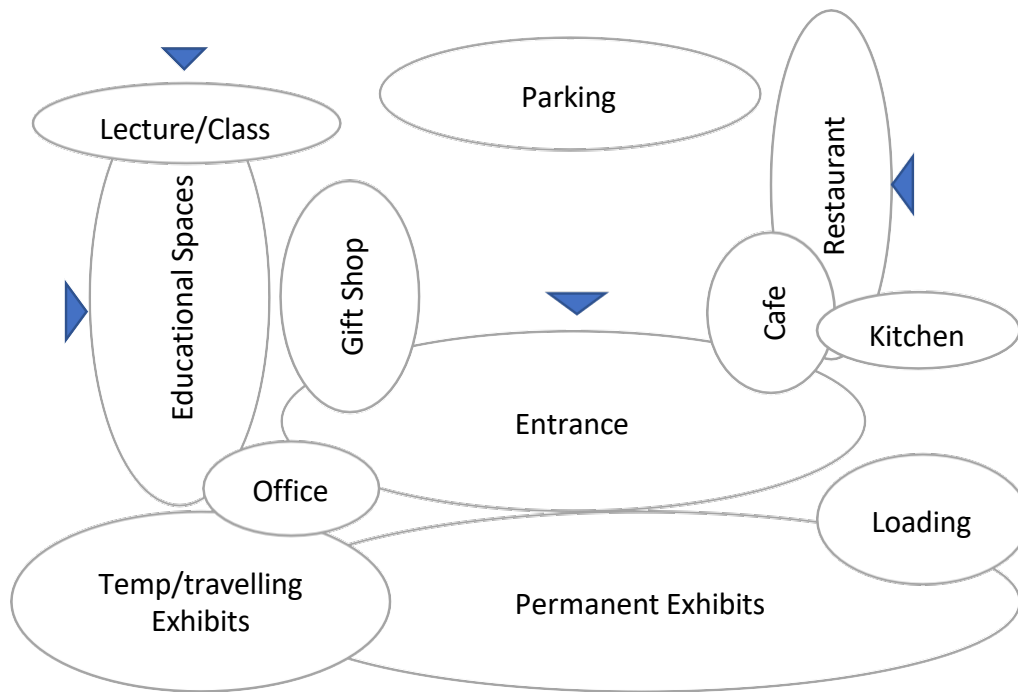
It must be noted that the above proposal of square footage may change as the project progresses. From PPHM's standpoint, some of the calculations are significantly under museum industry standards. In the *current* PPHM building, for instance, the educational space (4,000, soon-to-be 14,000 sq. ft.), entry area (5,000 sq. ft.), object storage (65,000 sq. ft.) reveals that there may need to be an adjustment to the Program of Requirement proposal. Moreover, food service will need to increase from the current 500 sq. ft. projection to over 1,000 sq. ft.

II.6 The Buildings' Affinities

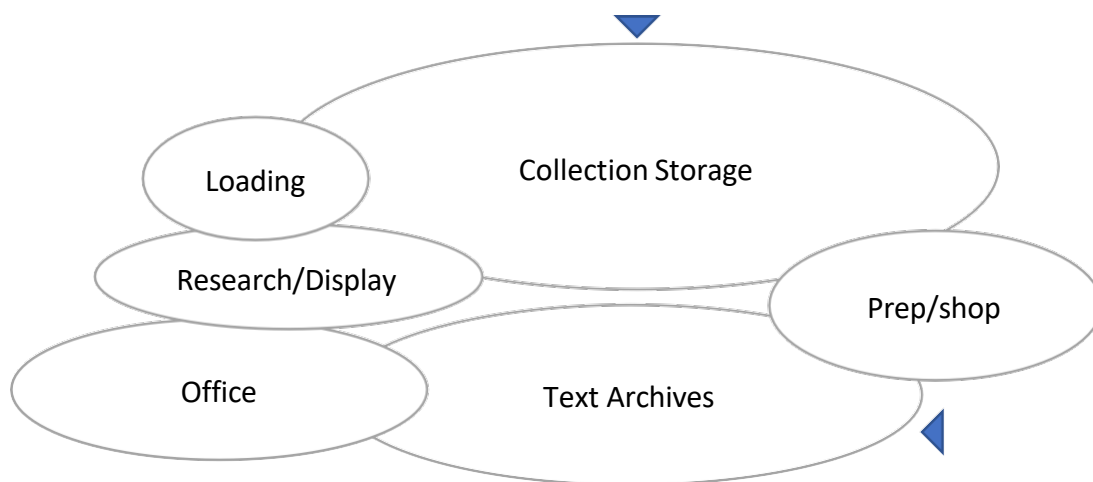
Expressed in diagrammatic form, the new museum building and curatorial center will offer the following integrated services, expressed in affinities diagrams (please note that the diagrams merely demonstrate interrelationships – they are not to scale and do not represent any form of design):

²¹ It is worth noting that the current PPHM building has close to 300,000 square feet, 65,000 of which is storage for objects.

Museum Building (not to scale): ◀ = entrance/exit



Curatorial and Collections Center (not to scale):



In order to serve the operational and interpretive requirements identified previously, it is essential that the building design supports the proposed uses. In particular, the building design must enable:

- uses with potentially conflicting requirements to be housed in such a manner that they do not impinge on each other, while also ensuring that the visitor is encouraged to explore other aspects of the venue beyond those they initially intended;
- the operation of concessions (gift shop, café/restaurant) at all times empathetic to PPHM's ethos and demonstrating an added value to those activities undertaken by the museum and its patrons;
- third parties to rent space within the venue, both during conventional opening hours and outside those hours, in a manner which neither compromises the general visitor's experience nor poses security and operational problems.

Central to the project is the interpretation of, and access to, PPHM's collections (art, text archives, and historic objects) as well as the provision of a significantly enhanced temporary/travelling exhibits program and expansion of educational space and programming. Hence, the building design must provide suitable spaces for the following interpretive/access functions:

- interpretation of PPHM's collections;
- understanding of contemporary events in the Panhandle of Texas and how this relates to past events in the region, state, nation, and world;
- educational and student events;
- a lively and diverse programming scheme for the public;
- community participation in arts and heritage tourism programs, namely, "high-quality, place-based heritage experiences" in the Panhandle of Texas.²²

An essential feature of the design will be the ability to divide the spaces in order to isolate specific areas whether for reasons of security, to enable exhibitions to be charged for in the temporary galleries, or simply to facilitate third party and after hours use. For this reason, the above affinities diagrams show a series of security points / entrances where the venue can be divided.

Other key issues to note on examining the affinities diagrams are that:

- both the gift shop and restaurant/cafe spaces are directly and externally accessible, thus enabling them to be open independently of PPHM's hours/events;
- any classroom and WTAMU lecture space is to be positioned so that it is accessible independently. This then enables separate use of the spaces outside normal opening hours or for special events during normal opening hours;
- a self-contained, flexible suite of educational spaces (STEAM Lab, Challenger Learning Center,²³ etc.) will contain its own reception, restrooms, etc. This provision is necessary to serve K-12 communities. In particular, the planned separation is necessary in terms of

²² <https://www.thc.texas.gov/preserve/projects-and-programs/heritage-tourism>

²³ The Challenger Learning Center is a proposed educational initiative for PPHM and would occupy space near the existing educational rooms of PPHM. For more on the Challenger Center, see: <https://www.challenger.org/>

student security.

The new buildings offer a number of different flexible spaces, each of which can be used for a variety of purposes. This mix of spaces (flexible space, reception, research areas, exhibit staging and shop, parts of the orientation gallery, the main temporary exhibition gallery, and the collections center) will assist in meeting the various user requirements greatly and in ensuring that PPHM's interpretation of the story of the State of Texas remains fresh.

II.7 Capital

The new museum project site and curatorial center, including all estimated costs, has been projected at this stage to cost close to \$225 million, broken down into the following key components:

Item	Gross Sq. ft.	Projected \$/sq. ft.	Total
New Museum Building	153,000	1,000	153 million
Curatorial Center	50,000	1,000	50 million
Risk (10%) & Fees			20 million
Total	203,000		223 million

When considering the above figure, it must be borne in mind that the cost of the buildings may not include any additional design elements for exhibitions (above \$1,000/ sq. ft.), nor does it, at present, include the cost for renovation (if any) to Pioneer Hall.²⁴ Both factors would need to be accomplished simultaneously with the construction of a new building and curatorial center. More on this below.

As the design process develops – and particularly when the architectural survey on the venue is available – a risk and contingency element would need to be anticipated (perhaps set at 10%), which is reflected in the above calculation. Value engineering on any emerging design should also reduce the baseline building cost. This is a prudent figure at this stage, although no doubt savings can be made by (a) WTAMU's vetting process for architectural team, and (b) operational and exhibit design costs that may be borne by PPHS in its relationship with Gallagher & Associates.

II.8 Source analysis

An initial sources schedule is set out below, based on the key contribution of 90% of the total coming from a future State of Texas Legislative Session.

Source	\$	%
State of Texas Legislation	225 million	90

²⁴ PPHS is currently contracted with Gallagher & Associates for future exhibit and gallery design.

Private + Public contribution	25 million	10
Total	250 million	100

In the above sources table, direct PPHM and WTAMU expenditure (from contributed gifts) equates to \$25 million in fundraising capital or 10% of the initial of \$225 million. Hence, a capital project of – in broad terms – around \$250 million is in prospect, with other exploration and design works required before a firm figure can be set.

III. The Business Case

This section presents a hypothetical base-case financial model for the operation of a new museum and curatorial center for PPHM.

This project will elevate PPHM's service from a solely local, regionally focused one to a state-wide significant attraction. The construction of a new building on WTAMU campus, coupled with the museum's existing collection and educational programing, will raise the status of PPHM to state and national significance and will add considerable potential to its ability to attract audiences.

As a result of undertaking this preliminary exercise in the scope and scale of the project, and from there, projecting business planning outcomes, the service will remain at its current net ordinary income range: between \$600,000 (FY22) and \$900,000 (FY20) annually to a consistent net of \$1,000,000.²⁵ Staff will increase from 20 full-time employees to 24 full-time employees, managing an annual budget of some \$5 million. It has been assumed that the non-museological aspects of the museum will increase revenue, particularly in the areas of rental and restaurant and retail services.

The PPHM project is predicated on six central requirements, summarized as being to:

- provide a new home to house the current activities, collection, and staff of PPHM;
- restructure the museum and associated services in such a manner that they meet defined museum standards in order that the service can continue to be fully accredited and the collection designated as an irreplaceable resource of state and national importance;
- provide, in partnership with WTAMU, new publicly accessible facilities complementary to the museum's activities;
- provide a popular and easily-accessed public resource for a region of the State of Texas that is underserved in entertainment, cultural, and educational amenities;
- restore the original 1933 Pioneer Hall to its iconic and original structure for public and private events on the WTAMU campus;
- maintain the new museum and curatorial center.

²⁵ As will be seen in the FY22 P&L below, this does not include unrealized gains or losses from investments outside of those managed by TAMU System.

In order to ensure that these central requirements are fulfilled, it is essential that the project is underpinned by a sound business case. In developing the business case it is suggested that:

- the level of support for PPHM must remain as near the same levels than at present;
- where practical, the visitor should be offered affordable access to the new venue;
- K-12 groups are to be encouraged by (at most) only recovering the direct costs of serving individual school groups;
- the project as a whole must form a central role in the overall redevelopment and master planning of Texas A&M University System, WTAMU, the City of Canyon, the City of Amarillo, local communities, and the broader State of Texas policy;
- where practical, the new PPHM venue must offer opportunities for its management team to exploit its commercial and entertainment potential, providing that such usage does not conflict with the central remit of providing access to the exhibits, both permanent and temporary.

In addition to these reasons, the new project as proposed is demonstrating sufficient financial operational robustness that its impact on PPHM's budget is minimal. In the remainder of this section the means by which this robust solution can be created is described.

Before considering the costs and revenues associated with the new museum and curatorial center, it is useful to summarize PPHM's current (FY22) understanding of the costs and structure of the existing service:

	Sep '21 - Aug 22
Ordinary Income/Expense	
Income	
Admissions	216,659.12
Admissions-Schools	13,737.91
Building Use Revenue	9,832.25
Contract Revenue	6,500.00
Contributions	603,933.27
Contributions-WT	186,520.42
Contributions-WT In Kind	656,172.98
Exhibit Revenue	104,000.00
Gift Shop Revenue	70,576.28
Grant Income	55,400.00
Interest	19,576.54
Investment Earnings	472,350.59
Membership Dues	
Revenue	98,940.08
Miscellaneous Revenue	5,158.47

Program Revenue	227,392.78
Realized Gains (Losses)	-99,259.54
Research Center	
Revenue	598.30
Royalties	569,523.62
State Appropriations	- 266,537.00
Total Income	- 3,484,150.07
Gross Profit	3,484,150.07
Expense	
Acquisition Funds	300.00
Annual Gala In-Kind Exp.	33,431.21
Books	2,837.97
Building Use Expense	804.18
Capital Outlay	2,610.06
Community Partnerships	2,400.00
Cost of Sales	32,252.45
Depreciation	60,428.28
Donor	
Develop/Cultivation	5,878.26
Dues & Fees	18,717.56
Exhibit Expense	22,105.77
Information Systems	33,846.07
Insurance	12,154.54
Investment Fees	14,799.77
Maintenance & Repairs	12,262.76
Marketing	107,146.49
Miscellaneous	21,174.29
Periodicals	215.00
Postage & Shipping	3,795.65
Printing & Publications	23,984.54
Professional Services	34,241.64
Program Expense	136,587.24
Rents	10,538.36
Security	141,344.99
Supplies	37,037.21
Telephone	18,364.69
Travel	45,925.69
Wages & Benefits	1,325,950.44
WT In Kind Expenses	- 656,172.98
Total Expense	- 2,817,308.09
Net Ordinary Income	666,841.98

In preparing initial business projections for the new venue, factors raised in the previous sections have been taken into account. In particular, the business projections assume several things:

- the request from a future Texas State Legislative session for \$225 million will be successful and will cover the costs for the new museum building and curatorial center;
- a further 10% in addition to this amount will be development funds secured without recourse to borrowing to fund the capital elements, specifically exhibit gallery design;
- land acquisition costs and subsequent rent are set at zero, due to WTAMU partnership.

As a business case, at this stage of the project's development, there is a high level of confidence that the business model and their outcomes are at an acceptable level of risk to proceed with the project.

III.1 The Base Model – Overview of Income

Visitor numbers have been estimated from a later section of this report. In a stabilized year, the new museum venue is expected to attract a conservative increase of 50% upon opening, that is, 100,000-110,000 annual visitors, including student groups.

Pricing policy: the business plan models have used, where appropriate, the proposed level of charges at the new museum. These charges are set out below²⁶:

Adults	\$15
Seniors/Veteran/Military	\$11
Children (4-12)	\$8
WTAMU students	Free

Rental	\$
Pioneer Hall	\$2,000/day
Educational Space/Lab/Challenger Center	\$500-\$1,000/day
New Museum Reception Space	\$2,000/day
Restaurant	\$1,500/day (subject to catering costs)

The rental charge for new PPHM venue spaces is comparable with other commercial organizations locally.

Patterns of use: as the new venue becomes better known throughout the state, small annual uplifts in users can be anticipated.

²⁶ These rates reflect a 15-25% increase to original prices. These numbers do not include contracts with student groups and ISDs, which average \$3/student.

User-generated income: the combination of patterns of use and charging policy produces the following pattern of income from four types of activity: admissions, grants and contributions, retailing and catering, and commercial rental. The following details:

Type of income (excludes restricted capital campaign gifts)	Total \$
Museum admissions/membership	750,000
Grants/contributions/investments ²⁷	2,000,000
Café/Restaurant/Shop retail	350,000
Rentals/programming	325,000
State appropriated funds ²⁸	266,000
WT In-kind	700,000
Total Income	4,391,000

In total, therefore, the new PPHM venue is expected to generate approximately \$4.3 million of turnover in a stabilized year.

These incomes are based on the following assumptions, the details of which are described later in this section:

Museum Activity Costs

- the temporary exhibitions will contribute circa 10% of income to PPHM;
- admission, including school visits, will contribute circa 10-14% of revenue;
- PPHM annual memberships will contribute 7-9% to annual revenue;
- rentals should contribute circa 5-10% of net income to PPHM;
- others reflect the current level of charges and services and should aim to be cost neutral as they are community based.

Grants/Contributions

- grants and contributions are shown increasing year by year, and maintaining a 7-10% account for revenue to PPHM;
- Averages in the museum industry note that restricted gifts and investments can account for 30-35% of annual revenue;

Café/Restaurant/Shop

²⁷ The grants and contributions in this section precludes those designated as capital campaign, which will surely come at the building of the new venue and will contribute to investment and endowment funds. These numbers rather reflect a “typical” and stable operating revenue. While it is nearly impossible to predict market returns for many of the PPHS investment portfolios, it is possible to predict the 5% guaranteed return for those investments with the TAMU System. This projects zero contribution to the principle. Mineral royalties for PPHM are also difficult to forecast. Here, a conservative schedule is proposed at \$250,000 income on royalties.

²⁸ It is anticipated that state appropriated funds will remain at this current (ca. 2023) level, although the original LAR notes \$476,000.

- various data outlets²⁹ note that museum patrons spend approximately 40% on food and drink, 40% on retail items and 20% on other. On the basis 40% is spent on food and drink and of that circa 20% is net profit the museum should expect. The total shown in the business plan includes profit share on the out-of-hours income with a café/restaurant;
- averages from the museum industry indicate that retail often accounts for 20-30% of revenue, which will be a goal for PPHM to build towards;

Rental

- the café/restaurant *may* be commercially operated at a rental of \$100/sq. ft. and has been included in the business plan;
- the museum will also be encouraged to rent out to commercial and other users the available free space, such as the previous Pioneer Hall space, meeting rooms, lecture theatres, event space, etc., and will account for 10% of annual revenue.

Key Features of Proposed Commercial Arrangements

Museums are increasingly being encouraged to generate secondary income from the use of their assets and to capitalize on their captive footfall. Satisfactorily addressing the balance between the commercial opportunities on offer and the core purpose of the project – that of creating and running a new museum and curatorial center – requires careful design, active marketing, and the sound organization of the space.

PPHM's current service has limited experience in café / restaurant management, all of which will form a major aspect of the public offer at the new museum and will be major revenue contributors.

This business plan estimates a generic level of gross income to a restaurant operator of \$350,000 per year.³⁰ Of this, the museum could benefit by 10% in profit share, space rental, and concession contributions. It is proposed that an invitation to tender be developed with the client and museum management that will embrace the restaurateur aspects of the building's operations, and selected operators be invited to tender for the concessions.

III.2 Detailed Assumptions in the Base-Case Model

The following pages set out the base financial model.

²⁹ <https://www.statista.com/topics/1509/museums/#topicOverview>

³⁰ Recent data notes that restaurateurs can expect to make 3-5% net income for their services. The location of the restaurant (in PPHM) and its setting (on the campus of WTAMU) should be attractive to a third-party provider. WTAMU's contracts will also help in attracting a tenant.

Visitor Numbers

This section deals with a key aspect of the business planning model: the market for the new PPHM museum building. It is described in a formal way through a market penetration exercise. Elements of this section are then developed in the financial models later in this report.

In any new museum building project it is clear that, despite the apparent wealth of data available, accurately predicting the number of visitors is intrinsically subject to the degree of uncertainty due to the pressure of external factors over which the project will, ultimately, have little or no control. The existing membership levels for PPHM, and visitor numbers, however, are helpful for projections. That said, several unknown factors exist: state and local policy, for example, concerning road transportation and access in a rural region; competition from as yet unknown projects and changing tastes and lifestyles. Nevertheless, a projection of the sustainable visitor numbers over time is an essential exercise since it impacts on many of the income-generating aspects of the business projections. It also has important consequences for the space requirements for the interpretive and visitor support activities needed by the new PPHM building.³¹

The actual number of people who will be attracted to PPHM as a heritage tourism destination, and their average spend and length of stay, will be influenced greatly by the building's specific location on the WTAMU campus, access routes and signage, by its quality, its management arrangements for people, by its service provision for community and K-12 ISDs, and by the in-kind deals that can be struck with potential users on a contracted basis, especially WTAMU. In addition, the museum building and experience will need to be marketed aggressively in its regional market and must be perceived at all times to be a high quality, value-for-money educational resource and visitor attraction.

Many of these issues are operations-specific and, hence, must be assumed by PPHM executive staff, WTAMU leadership, and PPHS. Thus in assessing market projections, it must be accepted that certain assumptions have been made: that the new PPHM building will be a well-designed, well-managed, well-marketed, easily-accessible, high-quality venue on WTAMU campus, capable of being a destination in its own right, while taking full advantage of its location in a welcoming city (Canyon, TX) and housed in one of the most iconic buildings in the State of Texas.

The primary means of assessing visitor numbers was to make a professional judgement on the information available from a number of sources: the American Alliance of Museums, the State of Texas economic and tourism data, and the Amarillo CVB. A study for the State of Texas Economic Development and Tourism records, for instance, that the market share analysis for leisure travel the Amarillo area estimates "Person-Stays" (overnight) at 4.37 million (2019) and the volume of "Person-Days" (day-trippers) estimated at 7.67 million (2019).³² The 2022 data is,

³¹ Existing square footage for PPHM is 30% more than the POR projection for the new museum building.

³² D. K. Shifflet & Associates, Ltd. "2020 Texas Domestic Visitor Profile: An Inside Look at the Travel Market in Texas," prepared for The Office of the Governor, Economic Development & Tourism Division (2021), p. 106. 2019 was a stabilized year, given the decline in travel for 2020. As of this writing, the 2022 data is unavailable for the State of Texas.

at the moment of this writing, unavailable for the State of Texas. Given this basic market data, a very conservative available visitor market of 7 million people may be described in two categories:

Type	Market
Residents of the Amarillo-Canyon area	250,000
the leisure day-tripper market, including residents within 120 minutes	1 million
The overnight leisure market defined as Texas state residents or out-of-state tourists	6 million
Total available market	7.25 million³³

The key question to ask is what level of penetration will the new PPHM museum building make on this market?

To do this, comparative information from a few other museums and other markets was used to produce an overall assessment of market penetration rates. Visits to museums and similar museums in the following areas were considered: Dallas and Abilene. Each museum's annual visitor numbers were compared with the *immediate* (i.e., local population) markets. As an example, the Perot Museum in Dallas attracts 250,000 visitors a year from an immediate market of 6.7 million people. The market penetration rate is therefore $250,000/6.7m = 0.037\%$. The Grace Museum in Abilene has an annual attendance of 60,000 from an immediate market of 177,000. The immediate market penetration is therefore $60,000/177,000 = 33\%$. PPHM has an annual attendance of 56,000 from an immediate Amarillo-Canyon market of 250,000 people. This local market penetration is therefore $56,000/250,000 = 22\%$.

Of course, these calculations omit the larger market penetration, which would include those from the above table. The "larger marker" here includes a combination of leisure day-trippers within 120 minutes and those staying overnight from farther afield. As noted above, leisure visitors to the "Panhandle Plains Visitor Region," specifically the Amarillo area, number 7 million annually (omitting the local resident portion of 250,000).

PPHM's current attendance, therefore, has a market penetration of 0.8% of the leisure visitors to the region: $56,000/7,000,000 = 0.8\%$.

The interesting aspect of this number for PPHM—should we assume 7 million people are annually spending leisure time in the region—is that it is a relatively low number of visitors in an area that sees PPHM as the sole market museum. Typically, a diminishing rate of market

³³ It must be highlighted that not every individual out of this 7.25 million are actively seeking to spend dollars at a heritage/museum destination; however, the assumption of "leisure" visitors to the region implies the "potential" or "willingness" to spend dollars at such a venue if given the chance.

penetration would occur between multiple museums competing for the same static market. PPHM's rate ought to be much higher currently (and 2023 rates are set to rise), and with the new project it is assumed that market penetration will continue to rise.

On the basis of this information – and taking full account the lack of competitors in this area – PPHM considers it reasonable to assume that the new museum building will penetrate its total available market of some 7.25 million visitors at around 1.5%, producing a realistically sustainable annual visitor number of some 100,000-110,000 people. At this level the new museum building would be operating as a successful, regional attraction capable of generating sufficient critical mass to sustain the user projections by acting as a visit destination in its own right.

The above analysis has demonstrated that a market for PPHM has, and will, exist and that it will penetrate this at a regional and state-wide level. It is also true to say that the total scale of the development in Amarillo and Canyon is insufficient to generate all these visitors as new visitors to the area. Hence, a recycling of current visitors can be envisaged. As an estimate, we would assume that 75% of visitors to the new museum will either be Panhandle residents or those currently visiting Amarillo and Canyon or those visiting WTAMU, with the remaining 25% being attracted because of the new facility. These last visitors will be people living outside of the region and, in some cases, outside the state, or those staying in Amarillo-Canyon that are specifically attracted by the facilities and exhibitions on offer. It is impossible to be more precise at this stage since this will depend on (a) the specific details of the exhibitions – particularly the temporary/traveling exhibition program, and (b) the marketing of the new museum building. However, we can envisage collateral benefits by way of additional bed-nights in Amarillo-Canyon, and additional exposure to the WTAMU campus, since PPHM will add to the critical mass of attractions currently in the region.

III.3 Marketing Strategy

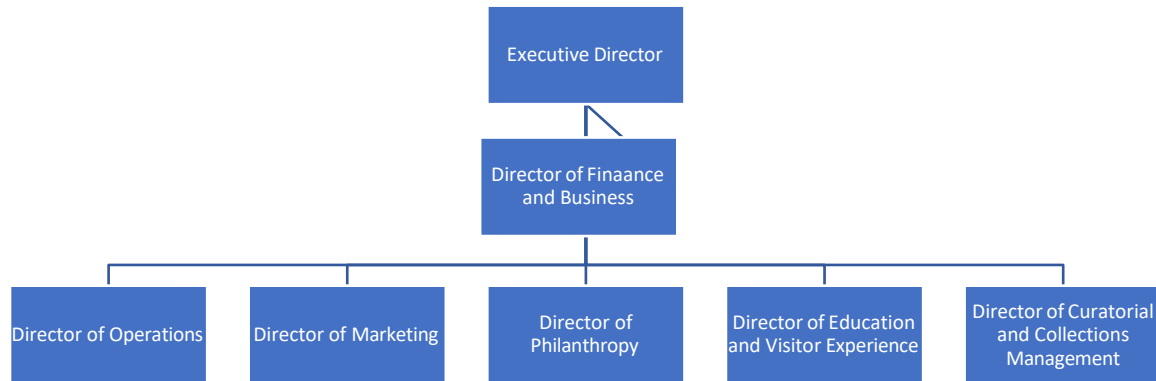
Based on the above, the strategy adopted for the marketing of the new PPHM building is one of creating the best fit between the market (as defined) and the product (the new museum in both an intellectual and a physical sense):

The market has been defined as encompassing:

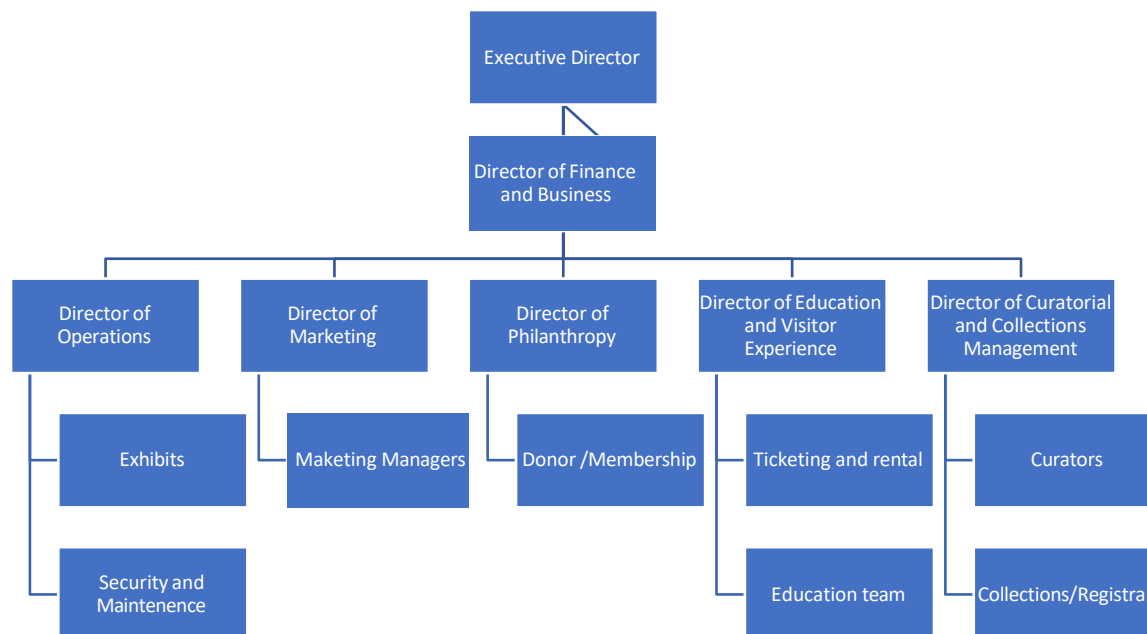
- the visiting tourist (day-trippers or overnight) – primary
- the local repeat user of the venue – primary
- the occasional casual visitor to the venue – primary
- the educationally-driven user(s) of the venue – primary
- the repeat visitor attracted to the ongoing temporary exhibition program – secondary
- corporate users – tertiary
- community groups – tertiary

III.4 Staff

The proposed staffing structure is designed to meet the demands of the core business of PPHM, which is to plan and deliver an annual program of exhibitions, supporting events, educational outreach, and various activities that will engage local people and visitors of all ages that comprise heritage touristic experiences and events.



The senior management of PPHM comprises the Executive Director, the Director of Finance and Business, the Director of Development, the Director of Marketing, the Director of Operations, the Director of Education and Visitor Experience, and the Director of Curation and Collections. This central team must comprise staff with appropriate experience which is reflected in the salary scales proposed.



It is vital that the staff at PPHM operate as an integrated team in furthering the mission of the museum and that they possess the skills required for meeting the future of the organization. For this reason, it is proposed that all the staff will be provided with on-going appropriate training in order that they can be more flexible in their job response and assist in the effective and economic running and promotion of PPHM. It is important that the ethos, standards, and culture of PPHM be communicated internally and externally, so that the history of this part of the state might “build community, enhance learning, and nurture creativity.”

III.5 Opinion

In overview, PPHM, PPHS, WTAMU, and the State of Texas will be undertaking a significant shift in their respective level of activity and financial commitment in realizing the project proposals. New costs will become necessary and existing commitments will increase significantly. Furthermore, the importance and management of PPHM will change from its current level to a highly prominent aspect of the State’s portfolio of history, arts, and leisure in this region. This analysis, and the supporting comments, suggest that the underlying financial model is robust and that PPHM, WTAMU, and the State of Texas should – with some confidence – support the new project scheme at the operational level.

IV. Next Steps

Between this Business Planning and the Texas State Legislative session (2023), the subsequent actions are required:

IV.1 Immediate Actions Required

- Undertake detailed studies of the preferred site to solidify the anticipated costs and to reduce the current level of financial risk to both WTAMU and PPHS in the capital plan;
- Develop a detailed design brief for the buildings of PPHM;
- Produce a detailed design brief for the permanent exhibition designs and an outline of program for the temporary exhibitions;
- Develop the brand for the project;
- Consider issues of governance and asset allocation and securement between WTAMU and PPHS
- Prepare a schedule of works for PPHM collections team to prepare them for (a) the move to the new premises and (b) their conservation prior to display (if required);
- Undertake consultation on the proposals with CFTP Advisory Board, the general public, and others with an interest in the project to aid the announcement that a major project is in prospect for the Canyon and Amarillo area;
- Further refine the business case in the light of the above as well as through discussions with potential commercial partners and private stakeholders;
- Produce a definitive project master time plan with annotated cashflows for the delivery of the capital project;
- Prepare all supporting material for submission to Texas State Legislative session 2023.

Strategic Partnerships

Strategic Partnerships

The new building project of PPHM will correspond directly to several state, regional, and local initiatives. It is important that the following entities are bound together for the sake of the people and places of the Panhandle of Texas, which are represented in the holdings of PPHM. Through these strategic partnerships, and their alignment of purpose and vision, the new building project for PPHM has a high chance of being realized.

West Texas A&M University

The new project connects with West Texas A&M University's "WT125" strategic plan, which notes that the university "provides priceless assets to support the arts and humanities" of the region and state, and that "a special focus of the history of the Texas Panhandle comes alive through the work of the Panhandle-Plains Historical Museum." PPHM also aligns with several maxims of WTAMU's strategic plan:

- build undergraduate and academic excellence;
- learn and live: residential education experience;
- foster locally responsive research and infrastructure.¹

The State of Texas Policy

The PPHM project also accords with the policies of the State of Texas, which are split into the following categories:

- *Education* – Texas School Board of Education, TEKS and STAAR standards fulfilled for ISDs through museum's programming that serves every ISD in the 25,000 square mile radius of this part of the state;²
- *Community* – increase and broaden the impact of history, culture, and the arts, to enrich individual lives, strengthen communities, and improve this underserved region of Texas, now and for future generations;
- *Economy* – Per the Texas State Comptroller's report on the region, maximize the contribution that the heritage tourism, creative, and recreational industries can make to the regional economy and contribute to work force development, direct employment, and philanthropic giving.³

Texas Historical Commission

The Texas Historical Commission's goals in planning also cohere with the proposed PPHM building project. Several of the themes from THC's "historic preservation plan"⁴ are in line with the PPHM project:

¹ <https://www.wtamu.edu/files/docs/about/WT125/WT125-From-the-Panhandle-to-the-World.pdf>

² <https://tea.texas.gov/academics/curriculum-standards/teks/texas-essential-knowledge-and-skills>

³ <https://comptroller.texas.gov/economy/economic-data/regions/2022/high-plains.php>

⁴ Forthcoming from: "Our Resilient Heritage," March 2023: https://www.thc.texas.gov/public/upload/publications/Texas-Statewide-Historic-Preservation-Plan_2022-2032.pdf

- *Engaging the Public and Promoting Preservation's Benefits:* For many Texas preservationists, historic preservation is not just about memorializing the past; it concerns the important places and cultural spaces that invigorate and enliven communities.
- *Identifying and Preserving Historic and Cultural Resources:* Ongoing efforts to identify and document such resources ... can help foster interest in local history, encourage the designation of properties and districts, and lead to reinvestment in places that support increased tourism and community revitalization.
- *Telling the Diverse Stories of Texas:* While Texas' history and that of the nation is that of continual progress ... overlooked and undiscovered places and stories can also tell a more complete accounting of the Texas experience.

Panhandle-Plains Historical Society and Museum

Finally, the 10-year strategic plan of the Panhandle Plains Historical Society and Museum is in line with the various partnership ideals and the prospective building project.⁵ There are four points that the museum will focus on as it nears its centenary (2033):

- **Collection:** Guided by the museum's long-standing commitment to historical preservation and education, PPHM will amplify the impact of its permanent collection and create new models for the acquisition, exhibition, and interpretation of outstanding artifacts from across the region and around the world.
- **Place:** PPHM exists in a unique region that features a wide range of peoples, cultures, histories, and customs. As the collection continues to grow to show the diversity of this region, PPHM will build awareness of the relationship between the local and global. By leveraging a redesigned building and its physical components, while expanding our presence through new initiatives, PPHM will extend its reach, impact, and reputation.
- **Audience:** PPHM recognizes that this regional, story-focused institution must serve a diverse public, embracing an audience-centered approach to everything it does by growing and diversifying its audience through specific, targeted approaches. There are four key audiences for this heritage-tourism institution: families, K-12 students, tourists, and West Texas A&M University. While other audiences will be engaged and served, these three are central to PPHM's missional approach.
- **Funding:** PPHM will deliver on its mission and vision by increasing our capacity, expanding philanthropic investment in PPHM, and broadening our base of community support. PPHM will endeavor to obtain predictable and sustainable funding.

⁵ "The Panhandle-Plains Historical Museum Strategic Plan: 2023-2033," approved by PPHS board of trustees in December 2022.

Concept Planning

THE FUTURE OF THE PANHANDLE-PLAINS HISTORICAL MUSEUM



Panhandle-Plains Historical Museum

Concept Planning Information

West Texas A&M University—Canyon, Texas

Introduction

Building on facility assessment work previously completed, a concept planning exercise was completed to develop a facility scenario and obtain preliminary cost information for a replacement of the Panhandle-Plains Historical Museum (PPHM) located on the West Texas A&M University (WT) campus in Canyon, Texas. The following memorandum includes a summary of the museum's vision for the future, limitations of the existing facility, preliminary space allocations for the PPHM based on new construction, and anticipated preliminary pricing information.

Panhandle-Plains Historical Museum: Strategic Vision Summary

In anticipation of the PPHM's centenary in 2033, the Museum recently completed a strategic plan and vision for the institution and its future impact on the community, region, and state of Texas.

Mission

PPHM promotes the stories of this region in order to build community, enhance learning, and nurture creativity.

Vision

As a leading institution and a university museum, PPHM offers dynamic experiences that illuminate the power and relevance of the history of this region, state, and beyond. PPHM shares with a diverse public and WTAMU its distinct collection from all periods and parts of the world, generating new ideas, while serving as an educational catalyst for the community.

It is from this process of gathering, collecting, documenting, curating, and sharing the stories of the region that the museum finds the intersection of its mission and vision. As

3507 Roseland Street
Houston, Texas 77006
Phone: 713/524-3200
facilityprogramming.com

Architectural Programming
Laboratory Planning
Healthcare Planning
Strategic Facilities Planning
Needs Assessment
Space Utilization Analysis

SAN ANTONIO | HOUSTON

powerfully expressed by Andrew Hay, the museum's current director,

"The museum is concerned with promoting the commonplace as not-so-commonplace: the region's rich, diverse, and distinctive landscape, culture, and history. Canyons and Cadillacs, arrowheads and artists, cowboys and Comancheros, pastores and pastures, Wildcatters and wallows—this part of the country offers fascinating stories across all frontiers. ... Stories are the currency of ordinary history, and history is a set of stories we tell to better understand who we are and the world we're in now."

As the museum approaches its centennial, four strategic initiatives and goals were identified as critical to continue uncovering, understanding, and sharing the richness of the region. These strategic goals and initiatives are:

■ *Collection*

Guided by the museum's long-standing commitment to historical preservation and education, we will amplify the impact of our permanent collection and create new models for the acquisition, exhibition, and interpretation of outstanding artifacts from across the region and around the world—for the sake of "the people it represents" and those who come to learn at the PPHM.

- The focus of the collection will be in line with exhibit redesign initiatives—paleontology, geology, a "discovery zone," western heritage, and fine art
- Catalogue and digitize the entire collection
- Complete necessary deaccession
- Create nationally-sought traveling exhibit

■ *Place*

As the collection continues to grow to show the diversity of this region, we will use a networked flow of ideas, resources, and people to build awareness of the relationship between the local and the global, and to engage with and find meaning in our collections. By leveraging a redesigned building and its physical components, while expanding our presence through new initiatives on the W#TAMU campus and surrounding community, PPHM will extend its reach, impact, and reputation.

- Maintain three active sites: a re-imagined museum, a restaurant, and an offsite "Curatorial Center"
- Complete all phases of exhibit redesign
- Challenger Learning Center will be well-established and have multiple years of operation

■ *People*

The collection and the audience are inseparable: without the collection there will be no people; without people, there will be no collection. There are three key audiences that are central to PPHM fulfilling its mission: families, tourists, and

West Texas A&M University. While other audiences will be engaged and served, these three groups will be the target of much of the work at PPHM.

- Increase annual attendance to 80,000-100,000
- Expand use of exhibits and archives by WTAMU students
- Increase educational reach by an additional 25,000-30,000 students
- Increase PPHM membership by 300 households

■ *Funding*

We will deliver on our mission and vision by increasing our capacity, expanding philanthropic investing in PPHM, and broadening our base of community support. We will endeavor to obtain predictable and sustainable funding in order to pursue innovation.

- Secure and implement funds toward permanent exhibit and structural design of all three exhibit redesign phases
- Hire 3-5 key FTE staff
- Increase corporate sponsorships and endowment giving
- Increase unrestricted contributions

Limitations of the Existing Facility

The existing facility for the PPHM consists of 217,000 gross square feet of gallery/exhibit space, educational space, collection archives, and office space. Expanded multiple times over the last century, the complex has four primary wings: the original PPHM constructed in 1933 and a 1941 addition; the Museum Annex completed between 1951-1967; and the Conservation wing and Petroleum wing completed between 1981-1983.

In 2018, the University completed a facility condition assessment to determine the necessary improvements, repairs, and replacement of building systems. The report identified the following concerns:

- Most building systems have exceeded their useful life expectancy
- Facility is only partially sprinklered
- Building does not have a central automation system
- Life safety and egress concerns
- Likely presence of significant hazardous materials in vinyl composition tiles, mastic, window caulking, gypsum plaster wall systems, and thermal insulation based on the facility age

While a facility renovation was completed in 2000, this renovation was limited to the original 1933 construction and its 1941 addition. Other building additions and wings have had only general maintenance and repair. The assessment notes that finishes not renovated in 2000

are all very old and have exceeded their useful life expectancy. The facility condition assessment characterizes building systems—conveying (elevators and lifts), plumbing/plumbing fixtures, HVAC, fire protection systems, and electrical—not renovated in 2000 have all exceeded their useful life expectancy and/or are in poor condition. Exterior enclosure elements—windows, curtain wall, doors, and roofing—have also exceed their useful life expectancy and need replacement. It is also noted that spaces renovated in 2000 are scheduled for a planned renewal in 2030. Below are representative images depicting the condition of the facility:



Interior finishes—ceiling, wall, and flooring—in poor condition



Extremely old HVAC air handling units and condensing return pump; Older roofing installation with multiple soft spots and water ponding throughout

Recognizing the age and condition of the PPHM complex, renovation of the facility is expected to be costly. Elevated costs are to be expected to maintain operations and provide museum-quality aesthetics. The resulting project would likely struggle to properly integrate a series of structures completed at various points in time over the last hundred years.

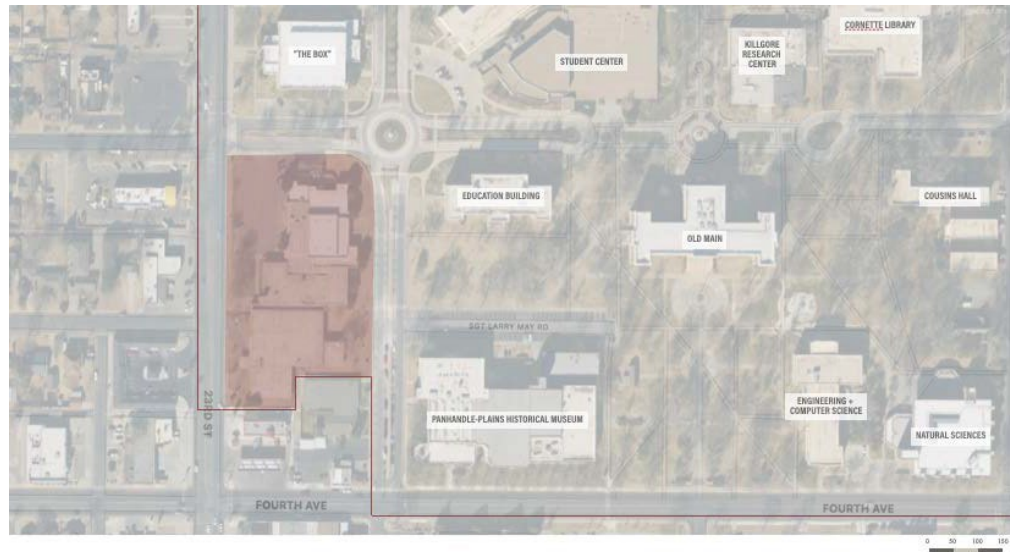
Re-Imagined Panhandle-Plains Historical Museum: New Construction

In developing concept planning information for the PPHM complex, the University developed a new construction scenario for the facility.

The site for the new facility would be located on the existing site of the Old Student Union and Police Headquarters building. Slated for eventual demolition, the Old Student Union Building is in poor condition, creates an unsightly image for the university on the campus edge. This new site—approximately a block and a half of prime real estate—offers a highly prominent location within the campus core.

Panhandle-Plains Historical Museum

West Texas A&M University



Proposed Site for New Construction

In this new construction scenario, the PPHM is conceived as two distinct structures: a public-facing museum facility and a curatorial and collections center. Preliminary space allocations for each component are below.

PANHANDLE-PLAINS HISTORICAL MUSEUM		No. & Size of Space(s)		ASF
<i>Building Entry + Commons</i>	<i>entry lobby/atrium + general storage</i>	1	@ 2,000 asf	2,000
<i>Food Service</i>	<i>Starbucks style café for grab and go options + beverages</i>	1	@ 500 asf	500
<i>Gallery + Exhibition</i>				
Main Gallery	<i>topics include western heritage, native peoples, paleontology, geology, ranching, and petroleum</i>	1	@ 51,000 asf	51,000
Discovery Zone		1	@ 4,000 asf	4,000
Art + Textiles		1	@ 15,000 asf	15,000
Travelling Exhibit		1	@ 10,000 asf	10,000
<i>Education + Research</i>				
Challenger Center		1	@ 5,000 asf	5,000
Education Credit Union History Studio		1	@ 1,750 asf	1,750
STEAM Lab		1	@ 1,750 asf	1,750
Education + Visitor Services Office		1	@ 1,500 asf	1,500
Hazelwood Lecture Hall		1	@ 1,750 asf	1,750
Research + Archives Center		1	@ 5,000 asf	5,000
Total ASF				99,250
		<i>efficiency factor of 60%</i>		
Total GSF				165,417

CURATORIAL + COLLECTIONS CENTER		No. & Size of Space(s)		ASF
Storage	3D and 2D objects	1	@ 25,000 asf	25,000
Offices		1	@ 5,000 asf	5,000
Shop + Exhibit Fabrication		1	@ 5,000 asf	5,000
Total ASF				35,000
		<i>efficiency factor of 60%</i>		
Total GSF				58,333

Square footage in each table is listed in assignable square feet (ASF) to allocate usable square footage dedicated to specific building functions. An efficiency factor reflects the ratio of net assignable square feet to the total gross square footage. The delta between the assignable area and gross area is the non-assignable square feet. Non-assignable square feet includes all building spaces that are not user-defined but required nevertheless and include mechanical, electrical, and plumbing areas, general building circulation, vertical circulation (stairs and elevators), general public restrooms, wall thicknesses, and building structure.

Preliminary Costing Information for New Construction

Preliminary order-of-magnitude pricing information for new construction of the PPHM facilities anticipates a total project cost (TPC) of \$225,000,000.

Pricing information is based on a construction cost of approximately \$132 million for the museum and approximately \$30 million for the curatorial and collections center. An additional \$9 million is allocated for custom exhibit design for approximately 11,000 assignable square feet of gallery/exhibit space. Further custom gallery/exhibit design would be an additional expense, outside of the \$225 million total project cost.

All cost information is based on adequate campus utilities existing on site. Costs for site improvements include surface parking, pedestrian pathways, and landscaping. Pricing includes an allowance for escalation through 2026.

Building Space Needs

Panhandle-Plains Historical Museum Building Space Needs

<u>Panhandle-Plains Historical Museum Building</u>	ASF (Goal)
Building Entry/Commons/Gift Shop: 1,400 SF	
Entry/Commons: 3,000 SF - MED	2,000
Gift Shop: 1,000 SF – LOW	
Food Service/Restaurant: 1,750 SF	
Restaurant: 1,250 SF - MED	
Food Service/Catering - MED	500
Café: 500 SF – LOW	
Galleries/Exhibitions: 85,000 SF	
Western Heritage; Native Peoples; Paleontology;	
Geology; ranching; petroleum: 56,000 SF – MED to HIGH %	51,000
"Discovery Zone": 4,000 SF – HIGH	4,000
Art/Textiles: 15,000 SF – LOW	15,000
Travelling Exhibit space/event space: 10,000 SF – LOW	10,000
Education/Research Spaces: 26,750 SF	
Challenger Center – 10,000 SF – LOW (design quoted at \$250/SF, after build).*	5,000
Education Credit Union History Studio: 1,750 SF – LOW	1,750
STEAM Lab: 1,750 SF – HIGH	1,750
Education/Visitor Service Offices: 1,500 SF – LOW	1,500
Hazelwood Lecture Hall: 1,750 SF – LOW	1,750
Research/Archives Center: 10,000 SF – MED*	5,000
TOTAL: Panhandle-Plains Historical Museum Building	99,250
<u>Curatorial and Collections Center</u>	
Storage (3D and 2D objects): 50,000 SF – LOW to MED ^	25,000
Offices: 5,000 SF – LOW	5,000
Shop and Exhibit fabrication: 5,000 SF – LOW to MED	5,000
TOTAL: Curatorial and Collections Center	35,000
TOTAL: Both Spaces: 177,500 ASF	134,250
Gross Square Feet	223,750

%-Reduced to 51,000 ASF - Can be interchangeable with the Traveling Exhibit space.

*-Reduced to 5,000 ASF - Can be used back and fourth between two categories.

^-Reduced to 25,000 - Done to get back with in budget.

Total space includes soft costs (FFE, IT, etc.) and not just construction costs.

Panhandle-Plains Historical Museum Assessment Overview

Current Facility Footprint - The Panhandle-Plains Historical Museum is 217,000 gross square feet consisting of:

- Gallery/exhibit space
- Educational space
- Collection archives
- Office space

Construction Periods - Over the last century, the complex has four primary wings:

- The original Panhandle-Plains Historical Museum, constructed in 1933 and in the State historic registry, has a unique art deco style with ornate branded inlays that appear as hieroglyphs on the building's façade with a later 1941 addition.
- The Museum Annex was completed between 1951-1967.
- The Conservation wing and Petroleum wing were completed between 1981-1983.

Deferred Facility Needs -In 2018, the University completed a facility condition assessment of the Panhandle-Plains Historical Museum to determine the necessary improvements, repairs, and replacement of building systems. The report identified the following concerns:

- Most of the building systems have exceeded their useful life expectancy.
- The facility is only partially sprinklered.
- The building does not have a central automation system.
- Life safety and egress concerns.
- Likely presence of significant hazardous materials in vinyl composition tiles, mastic, window caulking, gypsum plaster wall systems, and thermal insulation based on the facility age.
- The State Fire Marshal has issued five significant violations that are mandated to be corrected by both the State Fire Marshals office and the University Loss Prevention Insurance Carriers.
- While a facility renovation was completed in 2000, this renovation was limited to the original 1933 construction and its 1941 addition. Other building additions and wings have had only general maintenance and repair. The assessment notes that finishes not renovated in 2000 are all very old and have exceeded their useful life expectancy. The facility condition assessment characterizes building systems—conveying (elevators and lifts), plumbing/plumbing fixtures, HVAC, fire protection systems, and electrical—not renovated in 2000 have all exceeded their useful life expectancy and/or are in poor condition. Exterior enclosure elements—windows, curtain wall, doors, and roofing—have also exceeded their useful life expectancy and need replacement. It is also noted that spaces renovated in 2000 are scheduled for a planned renewal in 2030. The concept planning section includes representative images depicting the condition of the facility,

which has a forecasted deferred replacement value estimated to be over \$58,283,237 by the year 2024.

Master Planning - The Panhandle-Plains Historical Museum was identified in the 2018, 10-year University Master Planning initiatives as a critically important cultural building for the region and preserves an important historical legacy for the region, the entire state of Texas, and the nation. This historic facility majestically sets within the very campus core. The University is at a critical moment in its history as it embarks on creating both a campus master plan and a forward-looking 'generational plan' called [***WT 125: From the Panhandle to the World***](#) to help position the University for success through the year 2035.

A Re-Imagined Panhandle-Plains Historical Museum - New construction is envisioned by developing concept planning information for the Panhandle-Plains Historical Museum complex. The University is proposing a new construction scenario for the facility. The site for the new facility would be located on the existing site of the Old Student Union and Police Headquarters building. Slated for eventual demolition, the Old Student Union Building is in poor condition, creating an unsightly image of the University on the campus edge. This new site, approximately a block and a half of prime real estate, offers a highly prominent location within the existing campus core. In this new construction scenario, the Panhandle-Plains Historical Museum is conceived as two distinct structures: a public-facing museum facility and a curatorial and collections center. The building space needs section includes preliminary space allocations for each component.



Panhandle-Plains Historical Museum

High-Level Planning Information

December 14, 2022



Agenda

- Pre-Programming Effort
 - *Purpose*
 - *PPHM Mission*
- New Construction Scenario
- Renovation Scenario
- Next Steps

Pre-Programming Effort

Develop high-level planning information to inform a future, detailed program of requirements (PoR)

High-level planning information to include:

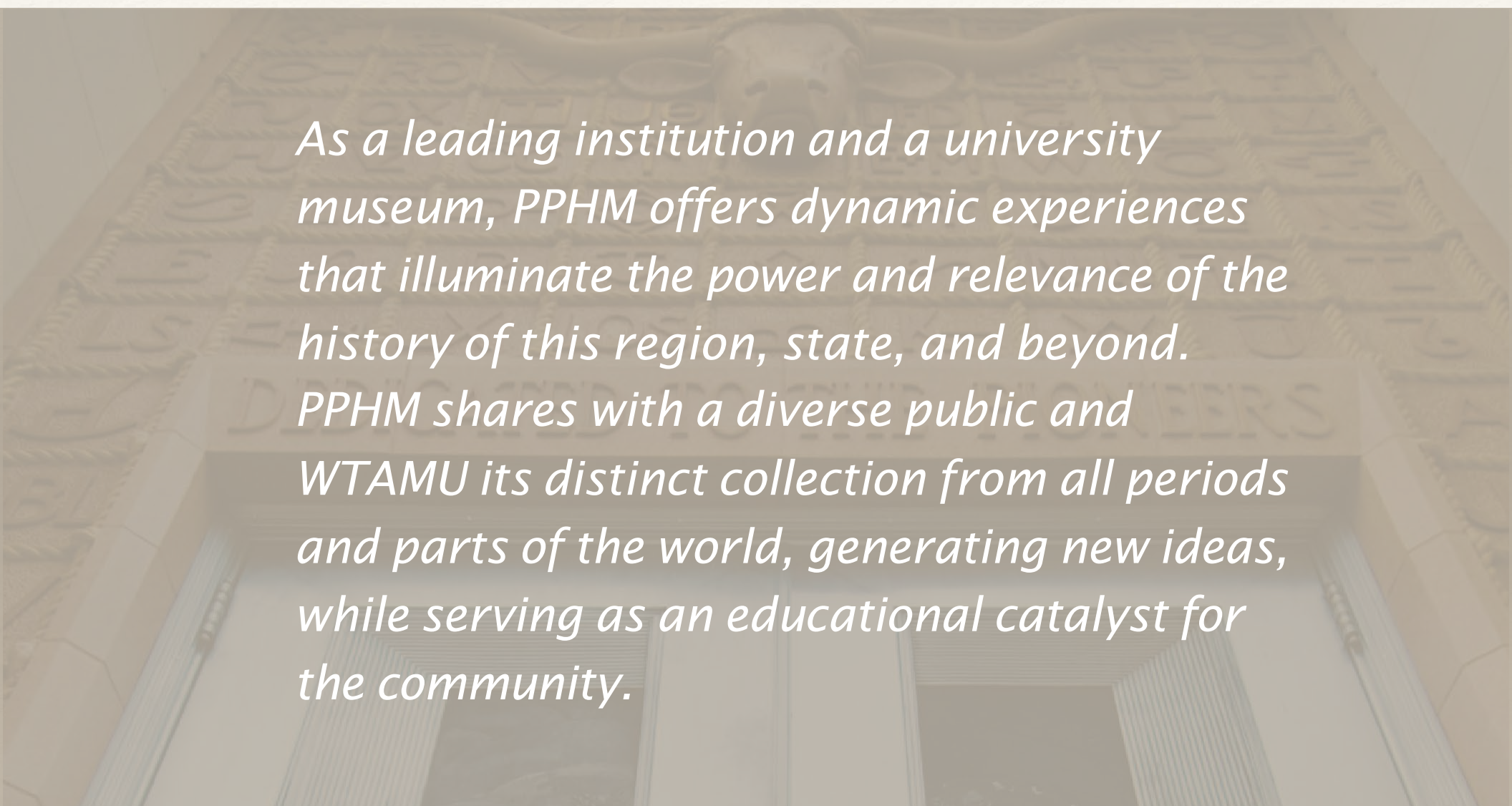
- *Review of museum's strategic vision for the future*
- *Preliminary space allocations*
- *Order-of-magnitude cost information*

PPHM Mission



Promote the stories of this region in order to build community, enhance learning, and nurture creativity

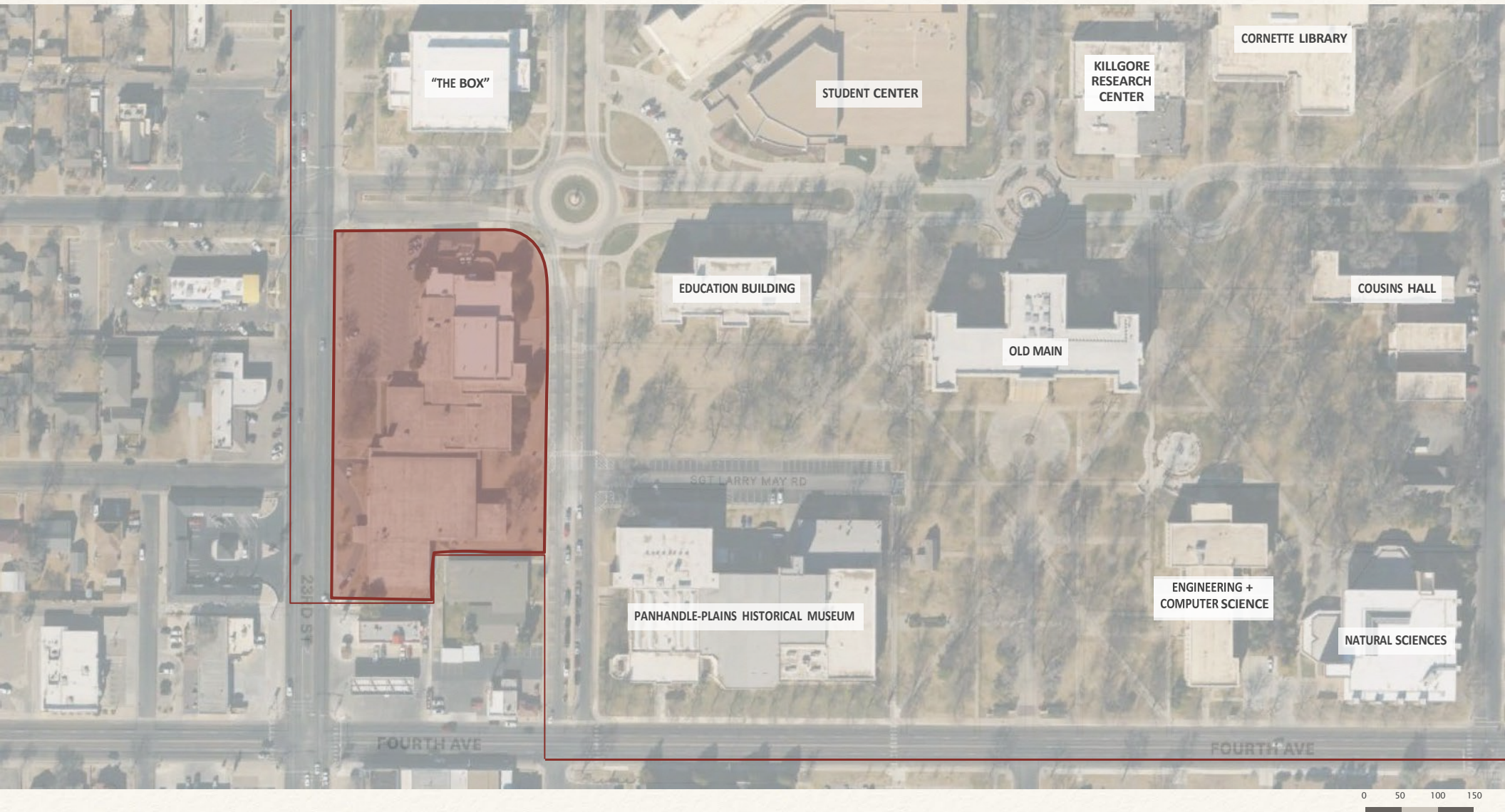
PPHM Vision



As a leading institution and a university museum, PPHM offers dynamic experiences that illuminate the power and relevance of the history of this region, state, and beyond. PPHM shares with a diverse public and WTAMU its distinct collection from all periods and parts of the world, generating new ideas, while serving as an educational catalyst for the community.

New Construction Scenario

Site



Preliminary Cost Information

Order-of-magnitude pricing information:

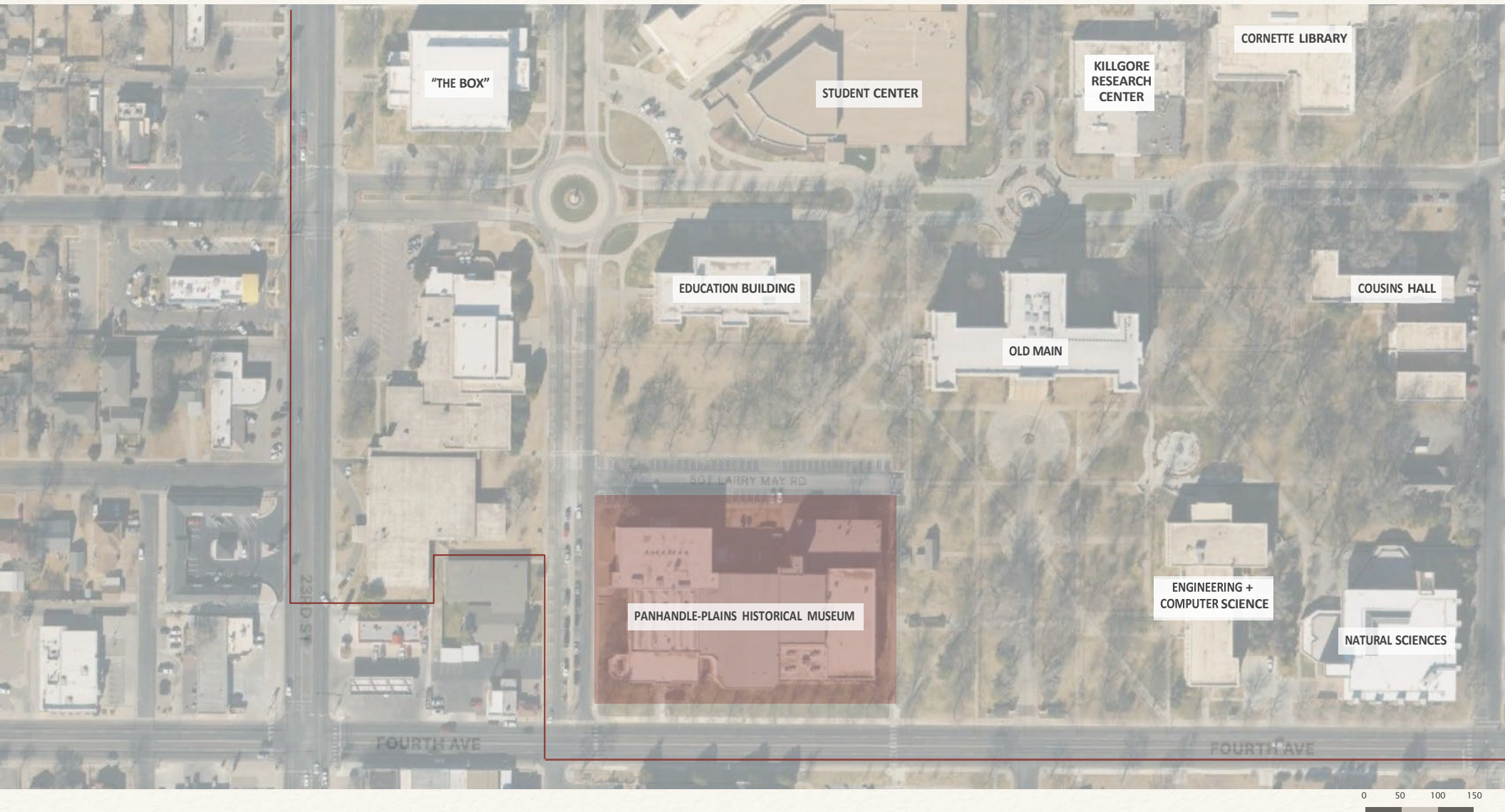
- *Museum: \$80–117 million AACC (amount available for construction contract)*
- *Museum: \$107–156 million TPC (total project cost)*
- *Archive: \$24–35 million AACC*
- *Archive: \$32–47 million TPC*
- *Combined Facility: \$104–152 million AACC*
- *Combined Facility: \$139–203 million TPC*

Lower range pricing reflects an uninteresting/characterless facility that is very likely architecturally undesirable for the campus; upper range pricing reflects an architectural quality that matches newer, high-quality buildings on campus.

Custom gallery/exhibit design (including millwork, special displays, interactive displays) costs would be an additional expense not included above. These costs can range between \$100–1,000+ per assignable square foot of gallery/exhibit area. Additional information from the users will be required to address budget pricing for these costs.

Renovation Scenario

Site



Preliminary Cost Information

Order-of-magnitude pricing information:

- *Existing PPHM Facility: \$98–124 million AACC*
- *Existing PPHM Facility: \$131–166 million TPC*

Pricing reflects 217,000 gsf and is based on cost information in the provided 2018 Facility Condition Assessment and 2022 Life Safety Improvements work previously completed by the University

Order-of-magnitude pricing includes some measure of improved program functionality, beautification, and building systems efficiency.

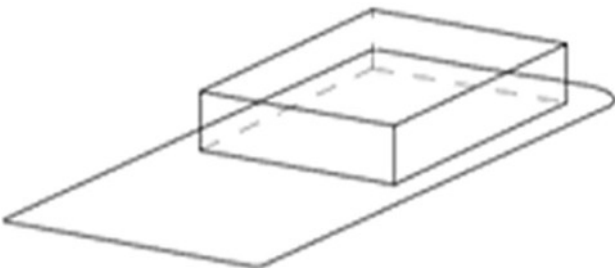
Custom gallery/exhibit design costs are not included in the pricing above and would be an additional cost.

Schematic Thinking

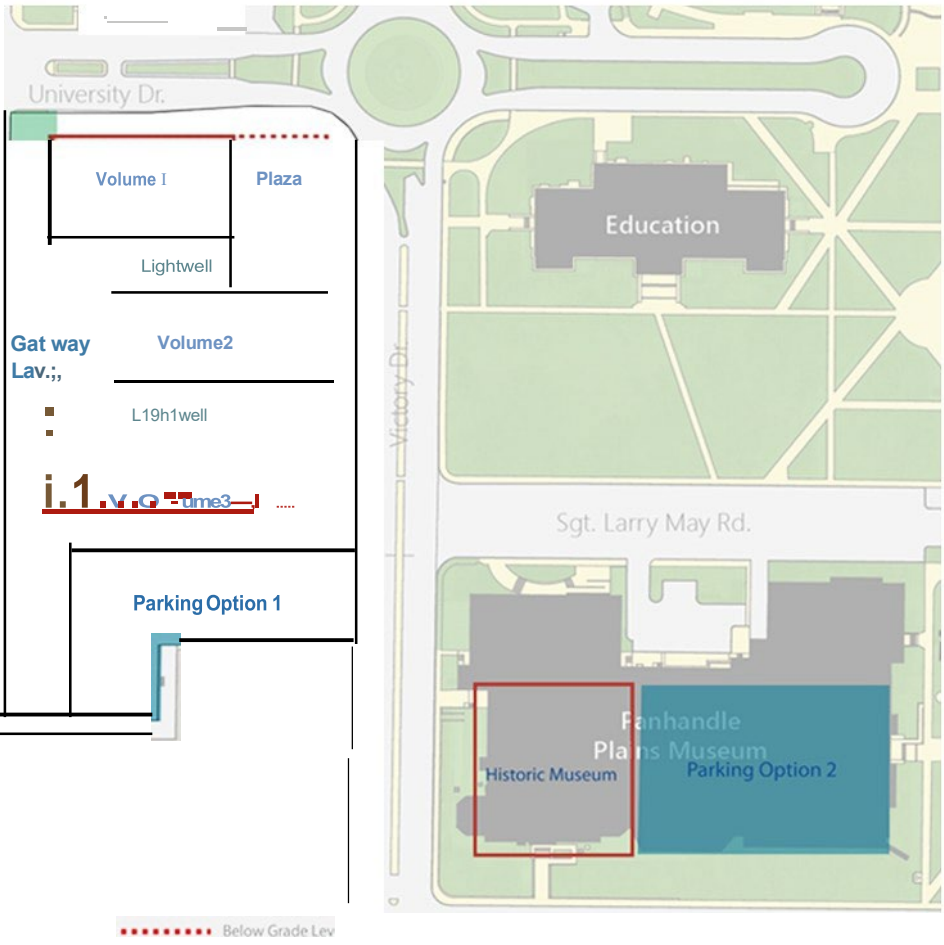
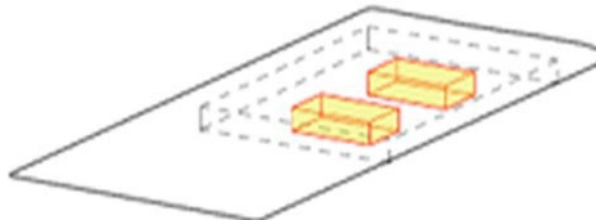
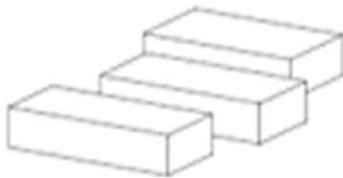
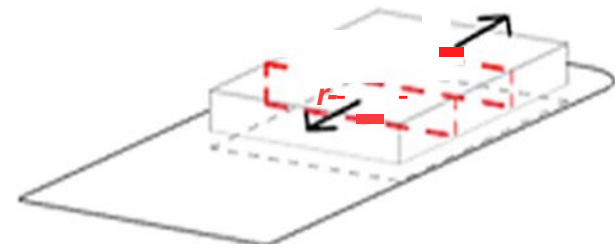
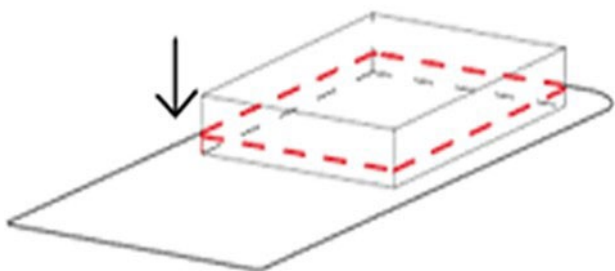
THE FUTURE OF THE PANHANDLE-PLAINS HISTORICAL MUSEUM

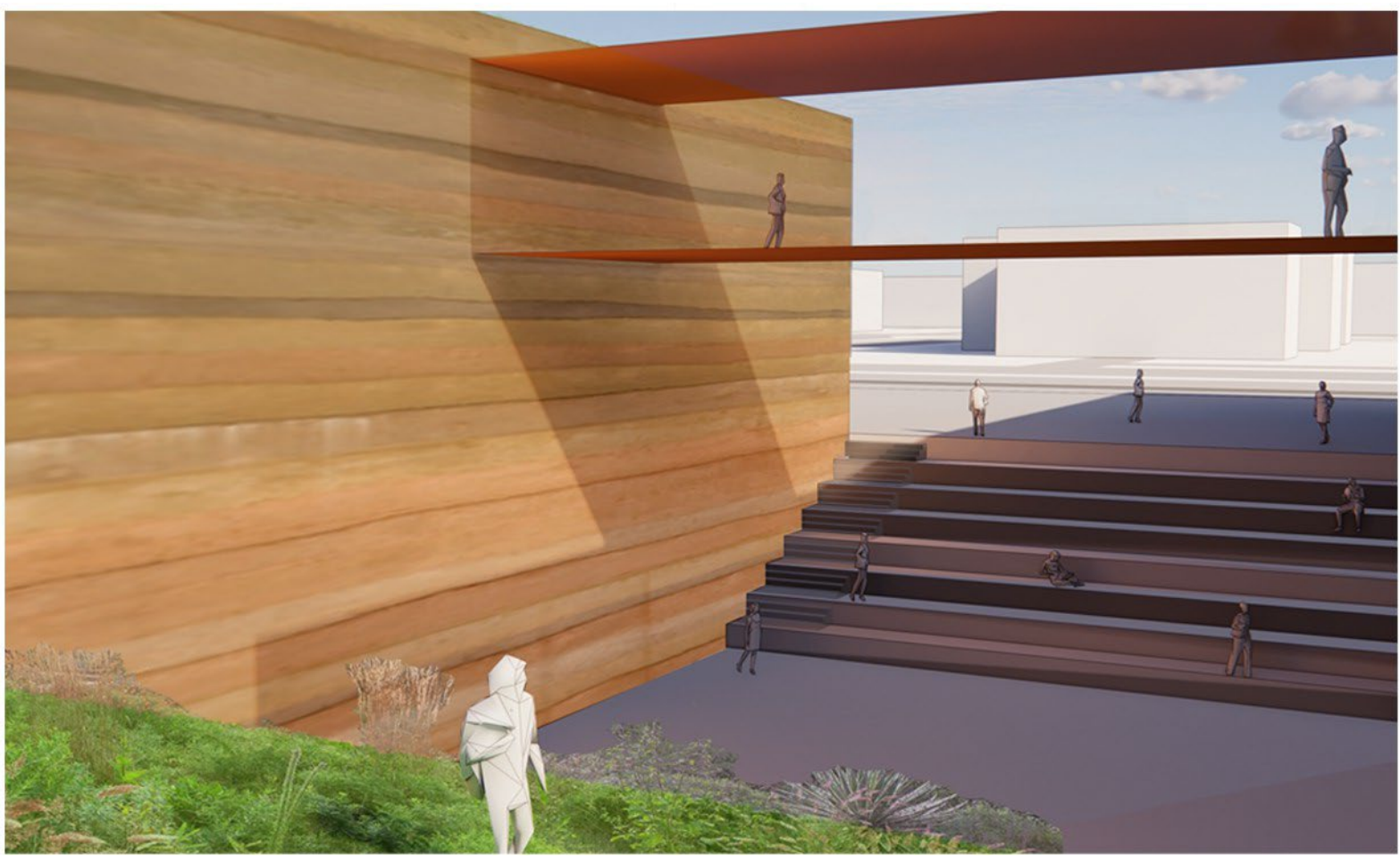
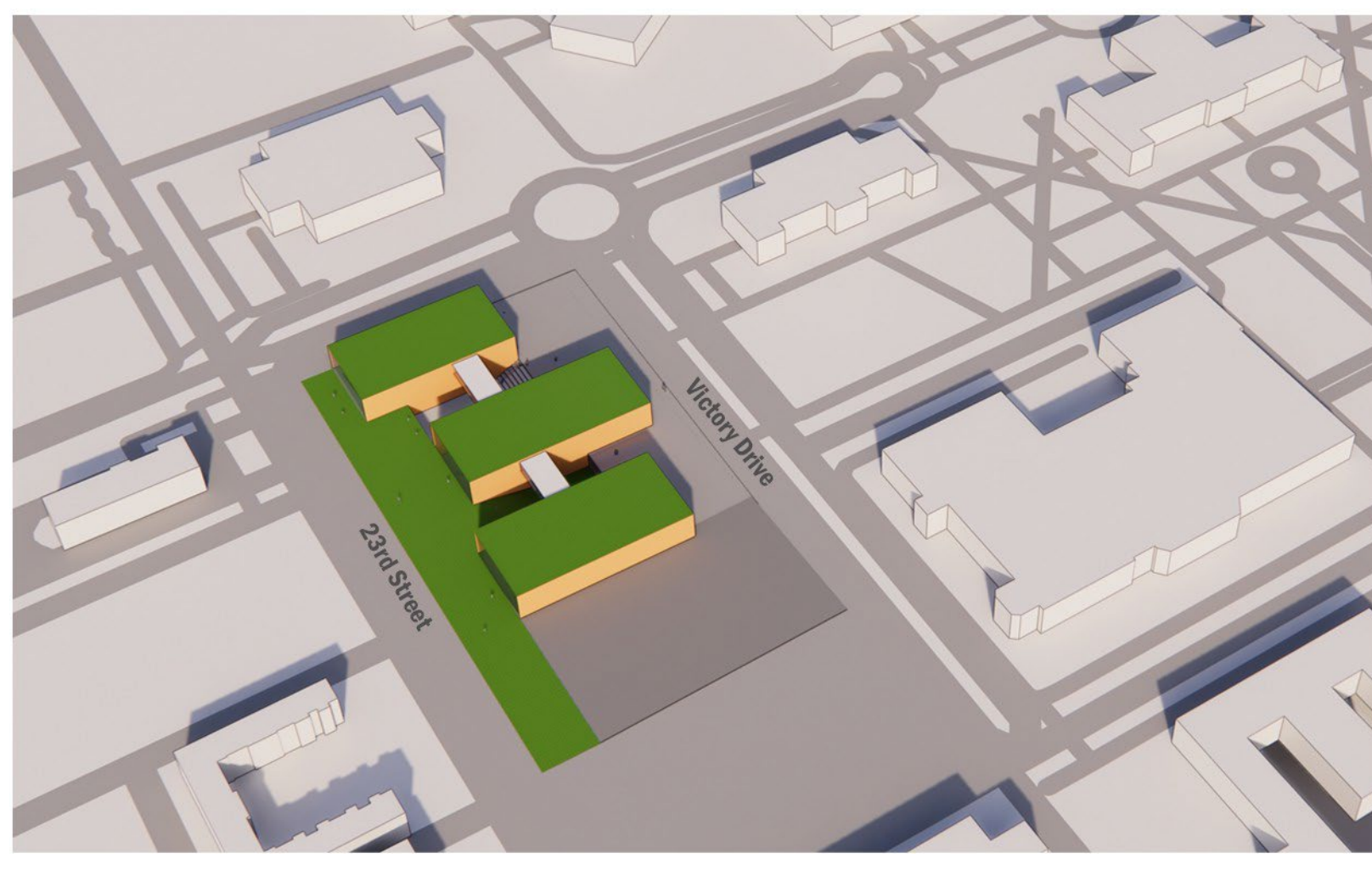
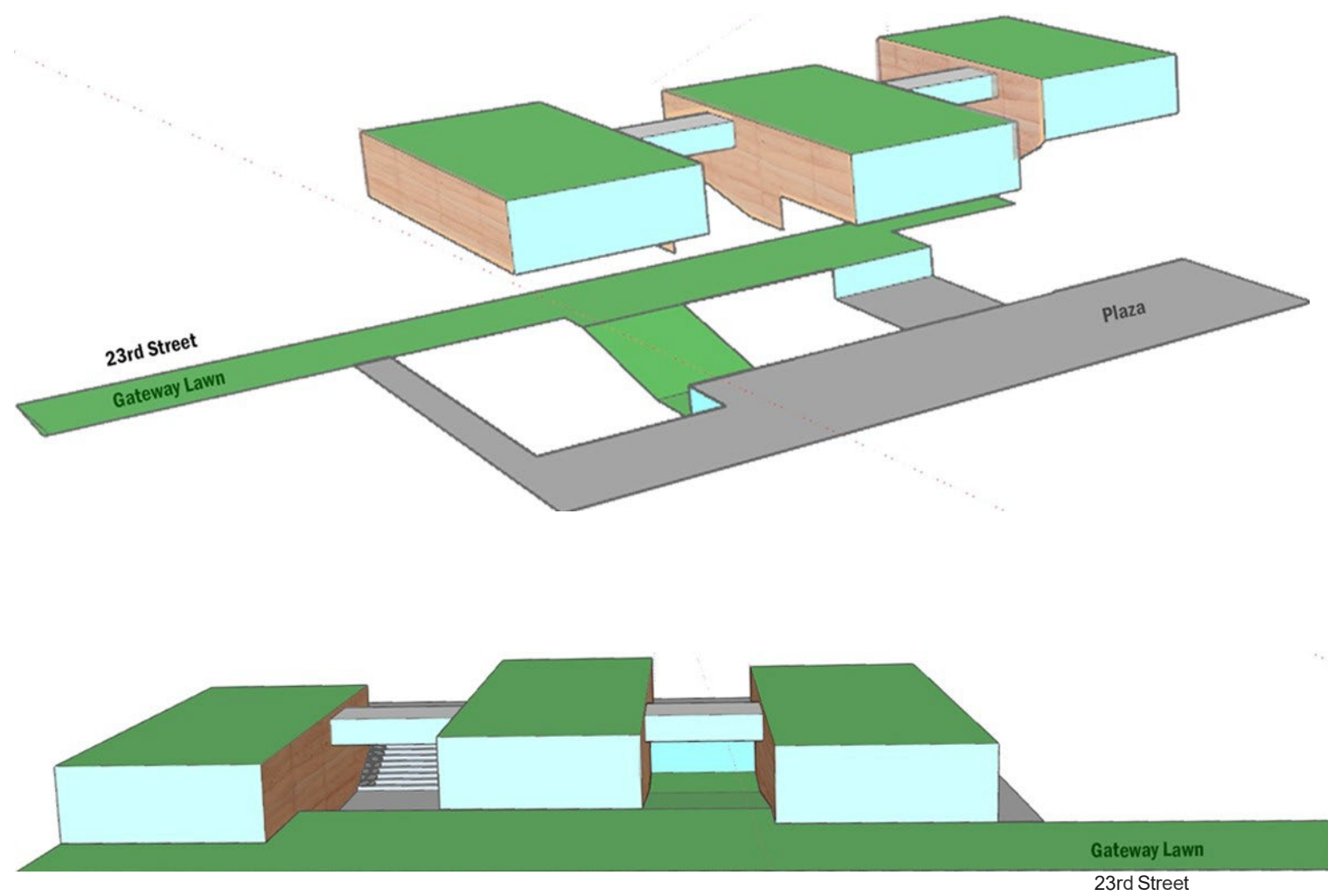


The panhandle-plains of West Texas are characterized by their majestic landscape, one with a rich and complex history. Life in West Texas is closely tied to the land offering inspiration, resources, and challenges. Much of the state's success lies in West Texas's oil, cotton, and cattle industries.



For these reasons, our intial concept draws directly from the landscape, taking the large mass needed to house the current collection and dividing it into three volumes defined by iconic rammed earth walls. We've carved out the interstitial space providing daylight to a basement level and strengthening the form emulating the nearby canyons.





THE FUTURE OF THE PANHANDLE-PLAINS HISTORICAL MUSEUM
