



**DAUGHTERS OF THE REPUBLIC OF TEXAS, INC.**

**SUSTAINABILITY PLAN**

**REPUBLIC OF TEXAS HISTORY CENTER**

**Adopted June 26, 2015  
By DRT Board of Management**

**Republic of Texas History Complex Committee**

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**SUSTAINABILITY PLAN  
REPUBLIC OF TEXAS HISTORY CENTER**

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## INTRODUCTION

With the opening of the Republic of Texas History Center (RTHCenter) at 9<sup>th</sup> Street and Embassy Drive, the Republic of Texas Museum (RTM), museum store, family research center and Daughters of the Republic of Texas Headquarters, all to be housed at the Center, and the French Legation Museum (FLM, 802 San Marcos Street) will become operational as the Republic of Texas History Complex (RTHComplex). The FLM is currently owned by the State of Texas and is under the custodial care of DRT<sup>1</sup>. **Careful procedures and protocols will assure that no co-mingling of state funds acquired by the FLM will occur. Those funds will continue to be held and managed separately in the same manner that has been achieved in the past.**

The Daughters will work with the business and heritage preservation communities to assure that the RTHComplex becomes a historic tourism destination. This Sustainability Plan describes the overall operations, personnel, budgets, interpretive planning, and community partnerships for the RTHCenter. As a non-profit organization, DRT will manage the Complex in a cost-containing manner that assures the safety and maintenance of the historic properties and artifacts while providing a rewarding educational experience for those persons touring the museums and grounds and those utilizing its historic records and resources.

## OPERATIONS

### **Public Museums and RTHComplex Operations**

The Republic of Texas Museum (including the Republic of Texas Children's Interactive Museum) and French Legation Museum, now separate entities, will operate under one management system, the RTHComplex, while retaining separate missions and identities. Unique programming and current operating customs will be retained at the two (RTM and FLM) museums as much as possible (e.g., Texas Honor Days celebrations at the RTM; Bastille Day celebration at the FLM; and Christmas period decorating of the French Legation House and grounds). Each museum will continue to be advertised and promoted in the community for its unique qualities that may appeal to certain community and visitor groups. In the future, both museums will operate Tuesday through Sunday, 10 a.m. to 5 p.m. with a variety of visitor packages available for both self-guided and associate-guided tours for individuals and groups.

### **DRT Administration and Member Services**

The DRT will maintain its present administrative operations in the RTHCenter during business hours, 8:30 a.m. to 5:00 p.m., Monday through Friday. DRT membership services will remain available by phone, by appointment, and walk-in during this time/day schedule. Service will be made available by DRT staff members enhanced by DRT volunteer assistance.

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<sup>1</sup> DRT provides staff for the FLM that includes payment of wages and salaries and payroll taxes. All other expenditures related to the FLM are covered by income generated by members of the FLM Committee. For 2015-2016 the FLM Committee has a projected income budget of \$119,031. This will be done through admissions, donations and fundraising, museum store sales, program fees, and facility rental.

Hours and days for the Museum Store operations, exhibits and tours, rental accommodations, and special programming services along with DRT research services will be extended to accommodate the projected increase in use and maximizing facilities. Revenues from these activities will be a major source of new funds for DRT to support the expanded operations of the RTHCenter. (See Table 1, *Republic of Texas History Center, 2014-2015 Rentals and Projected Rental Income*)

## ORGANIZATION OVERVIEW

### **Organization Chart**

The RTHCenter Sustainability Plan being proposed will maintain as much cohesion and similarity of duties that are presently outlined in staff positions at DRT Headquarters and Business Office and FLM. Some duties, however, will be expanded to adjust for the increased volume of work and responsibility expected with the RTHCenter. Supervision of staff and operations by the DRT Board of Management and administrative committees will remain the same.

As to the number of full-time staff positions, the existing number assigned to Headquarters, Republic of Texas Museum, and the French Legation Museum will remain the same with the possibility of two additions, DRT Executive Director and Curator, being hired when funds become available. There will likely be a need to increase hours for Museum Associates (MA) to accommodate a possible increase in visitors and services. The Organizational Chart (See *RTHComplex: Proposed Organization Chart*) reflects the use of paid MAs and volunteers from the DRT membership and community. Need and cost for additional part-time staff will be covered by extra services provided.

### **Staff**

The RTHComplex museum operations will be under the day-to-day management of a Director for Museum Operations (MODirector), who will report to the chairs of the Republic of Texas Museum and French Legation Museum committees, and when requested, the DRT Custodian General. The MODirector will be a trained professional (i.e., education and experience) who represents the RTHComplex within the historic preservation community and will be responsible to DRT for a full range of research, collections preservation and acquisition, exhibit development, archival oversight, and management of museums and supervision of staff and volunteers associated with the museums.

A full-time Museum Program Coordinator (MPCoordinator), supported by Museum Associates, will report to the MODirector. The MPCoordinator will be responsible for developing programs at the RTHComplex in conjunction with schools, universities, and historical and genealogical societies in addition to public musical and film venues. Additionally, the MPCoordinator will be responsible for recruiting and training volunteers and docents. Museum Associates will provide back-up coverage in regard to daily tours, programming, and rental services oversight.

### **DRT Board of Management/Administrative Committees**

Membership of the three DRT administrative committees (i.e., Headquarters Committee, Republic of Texas Museum Committee and French Legation Museum Committee) will consist of DRT members

approved by the DRT Board of Management in odd-numbered years and operate under DRT bylaws. The Headquarters Committee will continue to report to the Custodian General, member of the Board of Management. Committee chairs for the RTM and FLM will report directly to Board members at scheduled BOM meetings. All Committees (Headquarters, RTM, and FLM) will work with the Board to assure the smooth management of daily operational functions and support cross-training and integrity of both staff teams into a cohesive management operation.

## **Volunteers**

Volunteers, e.g., docents, will be recruited and trained to provide tours and assist with daily museum services as well as business office functions. Staff will recruit and train both DRT and non-DRT members to support the functions of the respective operations (i.e., museums, business, grounds, administrative operations, et al). Administrative committees will oversee the training of volunteers in their various capacities. Volunteers will not be used in place of paid staff for special events and after-hour events or rentals. Cost for these services will be contained within the charge/rental/fee of the event itself.

## **BUDGET**

DRT's approved budget for 2015-2016 will be utilized as the basis for existing funding available for the RTHCenter operations and personnel expenses (See Table 2, *DRT Income and Expenses—2015-2016*). **It is recognized that funds collected from activities at the French Legation Museum (state property) will be used to maintain and support the French Legation Museum and that a separate accounting of these funds will be continued as required.**

## **New Revenue**

Expanded Rentals: The single largest source of new revenue will come from expanded rentals at the RTHCenter. All new revenues are based on the 2014 architectural rendering by Lym Architecture, Austin, for the RTHCenter. The rendering identifies the following facilities suitable for new rental revenue:

- Multi-Purpose Meeting Room (1,200 SF); divided into three separate rooms (400 SF)
- Texas Family Research Center (463 SF)
- All-weather (year round) Pavilion with separate Kitchen (600 SF)
- The Republic of Texas Museum (3,000 SF)
- Restrooms (2 restrooms; 8 toilets) and 24-space parking lot.

With the above features, DRT can project expanded activity and address the following concerns.

- Additional costs for portable toilets, tents for food service, tables and chairs will be *reduced*,
- Hesitancy about uncertain weather conditions and restrictions in cooler & hotter months may no longer be an issue,
- Available catering kitchen and suitable restrooms<sup>2</sup>, and

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<sup>2</sup> Number of toilets needed at an event is determined by the total number of hours the event will be open coupled with how many people will be in attendance. Other considerations are level of physical activity, weather, and if alcohol is served. For example, 50 to 100 attendees at an event lasting 1 to 5 hours will need two toilets.

- Available on-site parking for 24. For additional parking, the renter will be charged for a professional valet parking service.

Table 1 indicates rental income for DRT from June 1, 2014 through May 31, 2015; to total \$75 (i.e., space in RTMuseum and Conference Room, Headquarters). New revenue expansion for the RTHCenter is shown at two levels of effort: Modest Expansion and Robust Expansion. These projected increases in rental income will come from expanded activity generated by a rental coordinator paid 15% of rental fees earned. Additional expenses will include supervision of the site during a large rental activity by (2) Museum Associates at \$25 per hour totaling about \$125-\$150 per event and extra cleaning supplies and trash pickups. These additional expenses will *reduce* rental income by 20%.

Estimated New Income: Modest \$28,160; Robust \$56,320

Visitor Tour Fees: One of the major reasons for the development of the RTHCenter was the decline in visitors at the Republic of Texas Museum’s current location on East Anderson Lane. With the two DRT managed museums (RTM and FLM) adjacent to each other and more robust advertising, it is expected that visitors to the RTHCenter will significantly increase. Ticket prices need to be within the norm for the community. New admission fees will be: Republic of Texas Museum or French Legation Museum Adults \$7, Child \$3, and combined tours of the two museums Adults \$10, Child \$5. Children four years and younger will be admitted free to both museums. Income from a combined tour will be divided 50/50 between the RTHCenter and FLM. Income from tour fees is based on 1,000 paying visitors annually.

Estimated New Income: \$17,500

Museum Store Sales: Currently, DRT operates two museum stores at two locations, RTM and FLM. Additional income has been earned through sales at District Meetings and Convention. At the RTHCenter, these separate operations will be combined into one larger Museum Store located near the entry area to attract visitor interest. We believe web-based sales can be expanded and targeted to visitor interests at the shop as well. **Sales, income, and inventory will be recorded separately for the RTM, DRT Headquarters, FLM, and any other entity that sells at the Museum Store.**

Estimated New Income: \$10,000

Educational Programming: With the availability of both large and small meeting rooms (Multi-Purpose Room) in the RTHCenter, expansion of historic, genealogical, and archeological meetings and programs along with a “Meet the Author” series could be realized. Such programs can provide an expanded source of revenue by charging program fees. Income from educational programming can increase at the RTHCenter with well-publicized programs to schools and libraries and area DRT Chapters.

Estimated New Income: \$5,000

Texas Family Research Center: The TFRCenter will feature computer access to DRT’s application records dating back to the 19<sup>th</sup> Century. As a treasure of early Texas family and community records, the TFRCenter will serve to promote one of DRT’s missions, “preservation of Texas history.” It also has the opportunity to provide a revenue stream that would approach supporting itself through rental of the room one day per week and by attaching fees to genealogical and local history searches. Such

fees would pay for paper and replacement of some equipment. Donations to this service may also be requested from users.

Estimated New Income: Self-supporting

Other: Other sources of new income could come from a more specific effort to solicit from individuals and interested groups who recognize the value of supporting the DRT's work in preserving Texas history. It is not specifically addressed here as it is a variable that may best be utilized for specific projects rather than daily operations. Discrete preservation projects are ideally funded through grant applications.

## **New Expenses**

Staffing: To operate the Republic of Texas Museum at least one additional part-time Museum Associate (MA) will be required. Museum Associates, hourly service staff, may be assisted by volunteers to provide coverage during the museums' operating hours or heavy-tour periods. A recommended hourly wage of \$12.00 is being considered ( $\$12.00 \text{ p/h} \times 28 \text{ hr/wk} \times 50 \text{ wks} = \$16,800$ ).

Estimated New Cost: \$16,800

Marketing: Expanded rental opportunities and publicity for the RTHCenter will be required to bring visitors and prospective renters to the Center through media advertising. This will be a contracted service provided on a periodic basis. Local advertising with schools and libraries will continue to be handled through the Museum Program Coordinator position.

Estimated New Cost: \$10,000

Building Maintenance: There will be an elimination of the current \$1,800 rental fee for storage of DRT's historic business records and other miscellaneous items. An estimated 15% increase over current building maintenance expense (\$8,100, 2015-2016 DRT Budget) should be sufficient given the above mentioned elimination.

Estimated New Cost: \$1,215

Cost of Sales: In order to increase sales in the Museum Store, additional merchandise will need to be purchased and sold in the Store. Currently, the DRT Business Office and RTMuseum are spending \$9,000 for merchandise sold in the RTM Museum Store.

Estimated New Cost: \$5,000

Three Percent (3%) Increases: Selected expenses from the 2015-2016 DRT Budget were adjusted up 3%. Examples are Payroll & Related, Postage, and Office Supplies.

Estimated New Cost: \$17,645

Unforeseen Expenses: There will always be unforeseen expenses especially during the start-up year. It is prudent to anticipate this by maintaining a reserve of \$10,000 to cover unknown costs. These costs may be recaptured in later years.

Estimated Reserve Cost: \$10,000

Other funding Needs: Furnishings for the new facility has not been addressed in this report, which is primarily concerned with sustainability of general operations. As the Republic of Texas History Center project goes forward, furnishings for the business office, meeting rooms, pavilion/kitchen, and grounds need to be included in the RTHCenter fundraising efforts or elsewhere. Likewise, the Republic of Texas Museum set up (exhibit designs/cases and artifact purchases) costs are not addressed here. It is expected that these later needs will, in part, be addressed through grant funding and private donations.

## BUDGET SUMMARY

The projected annual budget for the RTHCenter (see Table 2) shows that with a modest effort in the identified income generating activities, The Center will be able to produce new revenue levels that can sustain the expanded operations. With more robust efforts, additional revenues will be earned that can be programmed for other needs.

Personnel-related Issues: As with other cost and income factors, the existing 2015-2016 DRT Budget will be the over-arching factor in staffing for the interim period between the current status and the completed development of the RTHCenter. Within the collaborative process described before, the new contiguous nature of the Center *may* lead to efficiencies in operation, management and programmatic efforts. These are yet to be determined. As the development occurs and current staff continues to fulfill their responsibilities, careful analysis of all aspects of the RTHCenter will be made. Data from staff, the administrative committees, and accountant services will guide the design of the new organizational configuration and needs.

As these personnel issues are carefully monitored, the need for increases and expansion or reduction and decrease of roles will become evident. Changes will be recommended from that process and information. It is important to note that maintaining compensation levels commensurate with position responsibilities and educational requirements is paramount to achieving the desired level of operation for the Republic of Texas History Center.

## ECONOMIC AND PRESERVATION PARTNERSHIPS

The RTHCenter is an ideal destination for historic tourism being located in the heart of historic Austin. In partnership with the Austin Convention and Visitors Bureau, Austin Chamber of Commerce, and City of Austin, the Complex can actively become a part of a driving tour (Dillo bus) of historic sites: State Capitol, Governor's Mansion, General Land Office, Susanna Dickinson Museum, and State Library and Archives on the west side of I-35 and Texas State Cemetery and Republic of Texas History Complex on the east side of I-35. Partnering with the Austin Convention and Visitors Bureau to develop the unique story of the Republic of Texas will provide a historic venue to further enhance convention and business travel into Austin and Travis County.

Historic tourism, as reported in a June 2014 study, *The Economic Impact of Travel on Texas*, by Dean Runyan Associates, Portland, Oregon, and updated in 2015 by The University of Texas at Austin Center for Sustainable Development and Rutgers Center for Urban Policy Research, adds to the community's revenues through increased sales for restaurants, hotels, automotive-related



businesses and retail stores. Findings from the 2014 study and 2015 update indicate:

- Tourism is a leading sector in the Texas economy, with direct visitor travel spending in Texas communities equaling nearly \$58.4 billion in 2013,
- More than 10.5 percent of all travel in Texas is heritage-related,
- Heritage tourists contribute more than their share to spending, \$7.3 billion or about 12.5% of total visitor spending in Texas,
- Heritage tourism alone created more than 54,000 jobs in Texas in 2013,
- Texas Historical Museums spend over \$93 million annually, not including capital expenditures bringing economic vitality to communities,
- Heritage travelers spend \$175 daily while non-heritage travelers spend \$145,
- Heritage tourists have higher incomes (\$75,000-\$124,999 annually) and levels of education, and
- Heritage tourists stay longer, stay in lodging rather than with family or friends, and come back more often.

## SUMMARY

The proposed Sustainability Plan shows that the Republic of Texas History Center is a viable undertaking that will benefit the DRT, Austin, Travis County, and the State of Texas by enhancing the cultural, educational, and economic activities of the community in a variety of ways. A permanent presence for the DRT Business Office and Republic of Texas Museum adjacent to the French Legation Museum grounds in near downtown Austin will be a source of pride for all DRT Chapters and members. All entities, DRT Headquarters, Republic of Texas Museum, Children's Interactive Museum, and the French Legation Museum, will realize an increase in visitation due to a new historic tourism synergy in the center of historic Austin as well as complement relationships with other museums and historic and community entities.

Personnel costs will likely increase as operational demand and income increases. Though an increase in the number of present full-time staff (i.e., DRT Executive Director and Curator) is not being recommended yet, there will be a need for more part-time Museum Associates that will result from increased tours, programs, etc. Volunteers and docents, composed of both DRT and non-DRT members, will be used during operating hours. These costs, beyond the current budget, should be covered by the fees, admissions, etc. that cause the need. The RTHComplex will provide a viable cultural, educational, and historic tourism site for the preservation of Republic of Texas history and its meaning and relevance in the Texas of Today. The Complex will promote understanding and admiration for the Texas Revolutionary war effort, the development of a new Republic, and the pioneering spirit of our DRT ancestors who were the powerhouse for our present day progress and connect with the present hope for the future.

# REPUBLIC OF TEXAS HISTORY COMPLEX

*Proposed Organization Chart – June 2015*

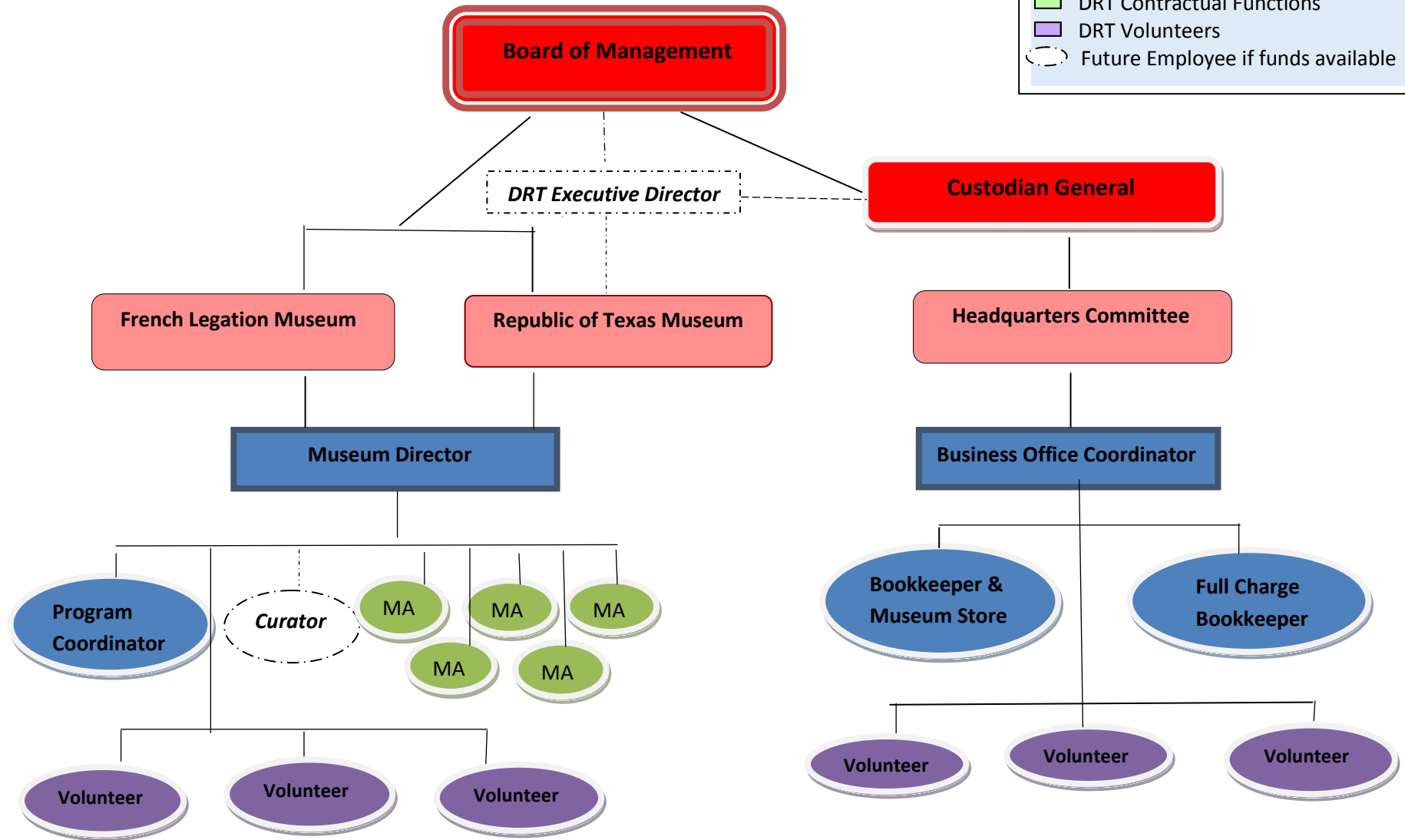
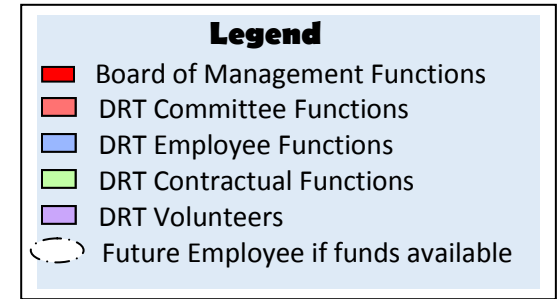


Table 1—REPUBLIC OF TEXAS HISTORY CENTER  
2014-2015 Rentals & Projected Rental Income

Republic of Texas History Center Rental Opportunities	2014-2015 Rentals			Modest Expansion			Robust Expansion		
	# Units	\$ Rate	\$ Sub- Total	# Units	\$ Rate	\$ Sub- Total	# Units	\$ Rate	\$ Sub- Total
Pavilion*/Separate Kitchen									
Weddings & Receptions	0	0	0	2	4,000	8,000	4	4,000	16,000
Business/Corporate Events	0	0	0	1	3,000	3,000	2	3,000	6,000
Non-profit Events & Fundraisers	0	0	0	2	3,600	7,200	4	3,600	14,400
Fundraisers—Civic & Political	0	0	0	1	4,000	4,000	2	4,000	8,000
Ceremonies, Parties & Receptions	0	0	0	3	1,000	3,000	6	1,000	6,000
Multi-Purpose Meeting Room									
Conferences & Training (Academic)	0	0	0	2	4,000	8,000	4	4,000	16,000
Small Meetings (Up to 35)	3	25	75	4	250	1,000	8	250	2,000
Large Meetings (Over 35)	0	0	0	2	500	1,000	4	500	2,000
<b>TOTAL CURRENT RENTAL INCOME</b>	<b># 3</b>		<b>\$ 75</b>						
<b>TOTAL PROJECTED RENTAL INCOME</b>				<b># 17</b>		<b>\$ 35,200</b>	<b># 34</b>		<b>\$ 70,400</b>

\*In addition to the rental fee for the Pavilion, there will be a rental fee for tables and chairs.

June 8, 2015

**Table 2—DRT INCOME AND EXPENSES—2015-2016**  
**Projected Annual Budget Republic of Texas History Center**

	Annual Budget Business Office	Annual Budget Republic of Texas Museum	Annual Budget French Legation Museum	DRT General Budget	Projected Annual Budget RTHCenter
<b>Income</b>					
Sales	7,000	12,000	0	0	29,000
Postage & Handling Income	1,000	250	0	0	1,250
Services	5,000	0	0	0	5,000
Unrestricted Donations	1,500	2,000	0	0	3,500
Museum Admissions	0	750	0	0	18,250
Fundraisers	0	1,000	0	0	29,160
J. Brandt, Jewelry Rebate	1,500	0	0	0	1,500
Other/Miscellaneous	0	50	0	34,333	39,383
Dues & Fees	0	0	0	360,000	360,000
Cradle	0	0	0	4,500	4,500
Interest & Dividends	0	0	0	3,300	3,300
<b>TOTAL INCOME--\$434,183</b>	<b>16,000</b>	<b>16,050</b>		<b>402,133</b>	<b>494,843</b>
<b>Expenses</b>					
Cost of Sales	3,000	6,000	0	0	14,000
Alarm System	3,000	0	0	0	4,000
Cleaning Service	2,800	0	0	0	4,150
Insurance—Property	7,762	1,900	0	0	9,662
Lawn Service	300	0	0	0	900
Pest Control	900	0	0	0	1,330
Repairs & Maintenance	8,000	100	0	0	9,315
Rent—Storage	1,800	0	0	0	0
Telephone & Internet	4,000	0	0	0	5,000
Utilities	20,000	0	0	0	25,000
Computer Support & Maintenance	18,600	0	0	0	18,600
Credit Card/Bank Fees	900	250	0	0	1,150
Employee Expense Travel—Convention	1,500	0	0	0	1,500
Equipment	4,400	0	0	0	4,400
Record Preservation	3,000	0	0	0	3,000
Postage	4,000	150	0	0	4,275
Office Supplies	3,650	150	0	0	3,914
Printing (Advertising & Brochures)	2,500	500	0	0	13,000
Conservation	0	500	0	0	500
Museum Dues & Fees	0	100	0	0	100
Museum Fund Raising	0	500	0	0	500
Museum Receptions	0	200	0	0	200
Miscellaneous	0	50	0	82,220	94,955
Payroll & Related					
Employee Benefits/FLM Work/Comp Insurance	12,810	0	0	0	13,194
Taxes—Payroll	7,830	913	9,594	0	18,887
Wages & Salaries	87,000	10,140	92,954	0	213,101
Cradle	0	0	0	16,510	16,510
Administrative	0	0	0	13,700	13,700
<b>TOTAL EXPENSE--\$434,183</b>	<b>197,752</b>	<b>21,453</b>	<b>102,548</b>	<b>112,430</b>	<b>494,843</b>