



Alamo Trust, Inc. Board of Directors Meeting
300 Alamo Plaza • Alamo Hall • San Antonio, TX 78205
May 16, 2018

- I. Call to Order, Welcome Wilson, Jr., Chairman
- II. Alamo Trust, Inc. – Video
- III. Approval of the Minutes (Tab A)
- IV. Action Items: (Tab B)
 1. Election of Officers
 2. Resolution Designating Authority for Check Writing.
 3. Whistleblower Policy Approval
 4. Bylaw Amendments
 5. 401 (k) Employee Pension Amendment
- V. Reports & Updates, (Tab C - Addendum)
 1. Alamo Trust, Inc. Report to Board
 - i. Attendance Report
 - ii. Human Resources Updates
 - iii. Visitor Services & Sales Report
 - iv. Education Update
 - v. Marketing Report
 - vi. Upcoming Events
 - vii. Conservation Report
 - viii. Security Report
 - ix. Interpretive Plan Update
 2. Alamo Treasure Roadshow – Douglass McDonald
 3. Alamo Trust, Inc. upcoming Projects – Douglass McDonald
- VI. Comments from the Public
- VII. Adjournment



TAB A

MINUTES FOR APPROVAL





MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS
OF ALAMO TRUST, INC.
November 29, 2017

TIME AND PLACE OF MEETING

The regular meeting of the Board of Directors (the "Board") of Alamo Trust, Inc., a Texas nonprofit corporation (the "Corporation"), was held in The Offices of the Alamo Trust, Inc., located at 321 Alamo Plaza, San Antonio, TX 78205 on the date set forth above at 1:07 p.m. local time, pursuant to a meeting notice duly given to all of the members of the Board in accordance with Section 3.07 of the Bylaws of the Corporation (the "Bylaws").

ATTENDEES

The following directors were present in person at the meeting:

Welcome Wilson, Jr., Chairman
Hope Andrade
George P. Bush
Ramona Bass
Francisco Cigarroa by Telephone
Jim Dannenbaum
Red McCombs
Lew Moorman
Nancy Perot by Telephone
Jeanne Phillips by Telephone
Gene Powell

At the invitation of the Board, the following also attended the meeting: From the Texas General Land Office, Jeff Gordon, Dan Hamilton, Anne Idsal, Bryan Preston and Hector Valle; Becky Dinnin and Rachel Bell; from Alamo Endowment; Doug McDonald, Christina Robertson and Jessica Gonzales from Alamo Trust, Inc.; Kerry Benedict and Nick Monaghan from Dykema Cox Smith, counsel to the Corporation.

QUORUM AND CALL TO ORDER

Welcome Wilson, Jr., Chairman of the Board (the "Chairman") called the meeting to order. George P. Bush acted as secretary of the meeting (the "Secretary"). Based on the number of directors in attendance and present by telephone, it was determined that a quorum was present and that the meeting could proceed.

REVIEW AND APPROVAL OF THE MINUTES

The first order of business before the meeting was the review of the minutes from the regular meeting of the Board held on September 19, 2017 (the "Minutes"). The Secretary reviewed the Minutes, which were in the form of drafts previously distributed to the Board. After the Secretary's review of the Minutes, the members of the Board present unanimously approved the Minutes.

BUSINESS CONDUCTED AT THE MEETING

As the next order of business, Douglass McDonald discussed the Senate Committee Hearing regarding the Alamo. The Committee stressed the importance of the 1836 story, and the transparency of funds; the Alamo Endowment to operate on contributions only, and Alamo Trust, Inc. to operate on a reimbursement basis as structured. All entities should have open records, including all Master Plan contracts. Alamo Endowment board minutes have been requested, and in future all board minutes will be available on the SavetheAlamo.com webpage. Mr. McDonald indicated this is a good opportunity to share information.

Next, Mr. McDonald provided an update on the Final Master Plan Recommendation Report. The Interpretive Planning Team consisting of PGAV, Cultural Innovations, who bring proven content expertise to the project and Reed-Hildebrand who are developing landscape design. He outlined the goals of the interpretive plan for inclusion of dignity, clarity, context in the plan, the importance of the preservation of the church and long barrack, and addressing the matter of the 1936 Cenotaph structure on an 1836 site. The paseo, and how it connects to the river, has not yet been discussed in detail yet due to ownership matter. Controversial issues to be addressed still are the stone walls, an approach similar to the San Jacinto Museum, and creating a public plaza versus losing space.

It is expected, the plaza design will be completed next spring and the museum design completed next summer. When the overall project is complete, the Alamo Museum will total 20,000 square feet and will be larger than the Bullock Museum. It will be the largest exhibit of the Texas Revolution and be a great addition to the overall visitor experience. The aim being to "Reimagine the Experience."

Mr. McDonald next presented an update on the Interpretive Planning Process. The City of San Antonio has requested the main focus be on landscape design, and the team will build the plan based on the Master Plan groundwork. He directed board members to the diagrams outlining the process and assessment in section XII of the board materials.

Next, Douglass McDonald gave a brief Alamo Trust, Inc. organizational update, outlining project developments over the past four months (July 2, 2017 - October 31, 2017). The report included Performance Indicators, Engagement and Sales metrics, and defined the organization's commitment to work closely with the City of San Antonio and key partner to plan a variety of programs and special events for San Antonio's tri-centennial celebration in 2018 with upcoming public programming such as monthly lectures and the new exhibit, "Fortress Alamo: The Key to Texas", which will explore the Alamo's rich military history, and the new "Young Texans Tour" geared toward school aged children, providing a hands-on experience for young visitors, both launching in February 2018.

Mr. McDonald next provided brief financial highlights, and specified the migration to the new accounting system was in progress and training was occurring in the upcoming weeks.

ADJOURNMENT

There being no further business to come before the meeting, upon motion duly made and seconded, this meeting adjourned at 2:03 p.m. local time.



TAB B

ACTION ITEMS

Proposed Resolutions

Regular Meeting of the Board of Directors of

Alamo Trust, Inc.

May 16, 2018

CEO'S ABILITY TO DELEGATE CHECK SIGNING AUTHORITY

WHEREAS, the Board of Directors (the "**Board**") of Alamo Trust, Inc., a Texas nonprofit corporation (the "**Corporation**") desires to grant the Chief Executive Officer (the "**CEO**") of the Corporation with the authority to, from time to time, designate an employee of the Corporation that is under the supervision of the CEO (an "**Authorized Employee**") and to delegate to that Authorized Employee the authority to sign checks drawn on the Corporation's funds within specified parameters, in order to provide flexibility to the CEO in case the CEO is not otherwise available to sign such checks; now, therefore, be it

RESOLVED: That the CEO is hereby granted the authority to, from time to time, designate one or more Authorized Employees to sign checks drawn on the Corporation's funds, provided, however, that the CEO may only authorize such Authorized Employee to sign checks of the Corporation up to an amount that is within the CEO's authority under the Check Signing and Disbursement of Funds Policy, as adopted by the Board from time to time.

APPROVAL OF WHISTLEBLOWER POLICY

WHEREAS, the Board has reviewed the Whistleblower Policy that has been proposed for the Corporation in the form provided to the Board (the "**Whistleblower Policy**"); and

WHEREAS, the Board has determined that it is advisable and in the best interests of the Corporation to adopt and approve the Whistleblower Policy; now, therefore be it

RESOLVED: That the Whistleblower Policy is hereby adopted and approved.

AMENDMENT TO THE 401(K) PLAN OF THE CORPORATION

WHEREAS, the Board desires to amend the 401(k) plan of the Corporation (the "**Plan**"), as necessary to reflect the Corporation's recent name change and to increase the frequency of the Corporation's contributions to the Plan; now, therefore, be it

RESOLVED: That the Plan's documents shall be amended to reflect the Corporation's name change and that all instances of "Alamo Complex Management" in the Plan documents will be changed to "Alamo Trust, Inc."

RESOLVED: That the Plan's documents shall be amended as necessary to allow the Corporation to contribute to the Plan concurrent with each eligible employee's contribution within the parameters specified by the Plan documents.

OMNIBUS RESOLUTIONS

RESOLVED: That in addition to the specific authorizations conferred by the foregoing resolutions, the officers of the Corporation (the “*Authorized Officers*”) are, and each of them hereby is, authorized, empowered, and directed, in the name and on behalf of the Corporation, to do or cause to be done all such further acts and things as the Authorized Officers, or any of them, shall, as evidenced by the doing or causing thereof, deem necessary, desirable or appropriate in order to carry into effect the purposes and intent of the foregoing resolutions, with the doing of the same or causing the same to be done by the Authorized Officers, or any of them, establishing conclusively the authority therefor and the approval by the Board of the actions so taken, and, if specific forms of resolutions are necessary, desirable or appropriate to accomplish the transactions contemplated by the foregoing resolutions, then the same shall be deemed to have been, and hereby are, adopted, and the Secretary of the Corporation is authorized to certify the adoption of all such resolutions as though such resolutions have been presented to and approved by the Board.

RESOLVED: That each of the lawful acts of the Authorized Officers, or any of them, taken prior to the date hereof in connection with the transactions contemplated by the foregoing resolutions is hereby ratified, adopted, approved and confirmed as if each such act had been presented to and approved by the Board prior to being taken.

Alamo Principle of Ethical Conduct and Whistleblower Policy

A. General

The Alamo Trust, Inc, Alamo Endowment, and Remember the Alamo Foundation (the "Corporation") are committed to facilitating open and honest communications relevant to its governance, finances, and compliance with all applicable laws and regulations. The Corporation's goal is for each director, officer, employee, and volunteer (individually, "Representative" and collectively, "Representatives"), whether full-time or part-time, to conduct him or herself in an honest and principled fashion, and to act in good faith with others, both within and outside of the Corporation (the "Principle of Ethical Conduct"). The Corporation expects that Representatives will comply with the letter and spirit of the Principle of Ethical Conduct. Any violation of this policy will subject a Representative to serious disciplinary action, including possible termination of employment or termination of status as an officer or member of the board.

B. Responsibility

All Representatives must adhere to the Principle of Ethical Conduct and submit a good faith report of a suspected Impropriety, in accordance with Section C.

"Impropriety" means an act or failure to act with the intention of obtaining an unauthorized benefit for any private person or entity, or any action or inaction, whether or not intentional, which is or may be a violation of any statute, regulation, legal principle or Corporation policy, including the Principle of Ethical Conduct.

"Good faith" means that the Representative making the report has reasonable grounds for believing the report is true and accurate and the conduct may be an Impropriety.

Any report not made in good faith will subject the Representative to serious disciplinary action, including possible termination of employment or termination of status as an officer or member of the board.

C. Reporting Procedures

Generally, if a Representative possesses a good faith belief that another Representative has taken an action or failed to take an action that has or will result in an Impropriety, he or she must promptly report the matter to the CEO, subject to the following qualifications:

1. If the suspected violation involves the CEO or if the Representative is uncomfortable reporting the matter to the CEO, the Representative shall report the matter to the head of Human Resources.
2. If the Representative is not comfortable reporting the matter to the Head of Human Resources, the Representative shall report the matter to the Board Chair of Alamo Trust, Inc.

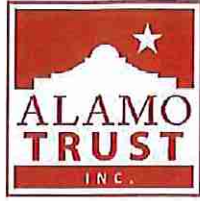
The Corporation encourages anyone reporting an Impropriety to identify himself or herself in order to facilitate the investigation, but the report may be made anonymously.

D. Handling of Reported Violations

A Representative who is the recipient of, or handling, a suspected Impropriety shall preserve the confidentiality of the Representative making the report to the greatest extent possible without impeding a full and fair investigation.

E. No Retaliation

If a Representative reports a violation of an Impropriety in good faith, he or she shall not suffer harassment, retaliation or adverse employment action, as a result. Any Representative who harasses, retaliates, or takes any adverse action against the individual who reported the Impropriety in good faith shall be subject to discipline, including possible termination of employment or termination of status as an officer or member of the board. This provision shall not prohibit non-retaliatory adverse actions which are independently justified or required by circumstances unrelated to the report of an Impropriety.



TAB C

REPORTS & UPDATES



BOARD OF DIRECTORS MEETING
May 16, 2018

Executive Summary

- I. Attendance Report
- II. Human Resources Update
- III. Visitor Services & Sales Report
- IV. Education Update
- V. Marketing Report
- VI. Upcoming Events
- VII. Conservation Report
- VIII. Security Report
- IX. Interpretive Plan Update



Executive Summary

Alamo Trust Inc. (ATI) presents its third quarterly report to the Board of Directors for the 2017/2018 Fiscal Year.

This report focuses on project developments over the course of the past three months (January 1, 2018 – March 31, 2018). During this time, Alamo Trust Inc. continued to support the Alamo Management Committee in managing the Interpretive Planning partners’ work on the interpretive portion of the master plan, while driving improvement in daily operations, visitor experience, and revenue development.

The Alamo Trust team continued measurement of key performance indicators and while adding more restored cannons to the special cannon exhibition and working with Event Network on an additional store front in the Crockett Building (opening May 2018). ATI also unveiled a new Exhibit “Fortress Alamo – The Key to Texas” and successfully launched new family-friendly walking tour in February. The staff continued to offer regular public programming, further improved grounds and plaza signage, and increased overall attendance and tour sales – all within the temporary framework of the upcoming Master Plan implementation.

Key Performance Indicators (KPIs)

As in the past fiscal year, staff will continue to report on metrics intended to reflect the organization’s health and development. Alamo Trust Inc. presents the following statistics to serve as the baseline for future comparisons, with the intention for KPIs to expand as programs and offerings grow.

Fig. 1.1 Key Performance Indicators

Category	KPI	Notes
Attendance 07/01/17- 3/31/18	1,226,349	+17% over 07/01/16 - 3/31/17
Student Engagement	31,778	Total number of students reached via distance learning, history trunks, school visits, and tours 07/01/17- 3/31/18
Guided Walking & Young Texans Tour	6,669 units	+1% over 01/01/17- 3/31/16
Special Exhibit	102,393	34% capture rate





I. Attendance Report

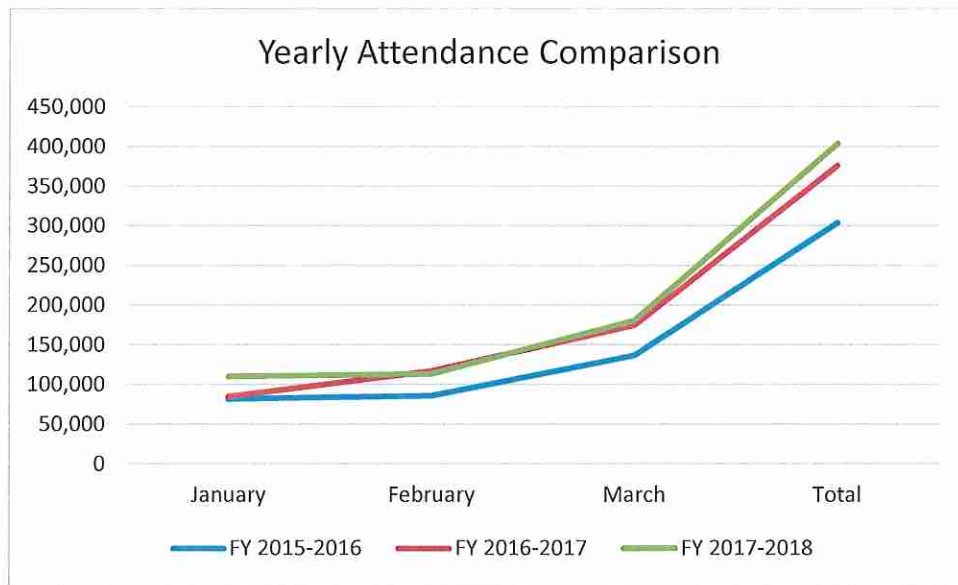
Attendance for the third quarter of Fiscal Year 2017/2018 began higher than average and settled into expected visitor turnout. By end of quarter, visitor averages started to see an increase. Visitor turnout may be attributed to the launch of a new children’s tour and annual Commemoration programming which were very popular and drew additional press.

“To fully understand the history of Texas, you must experience the Alamo. The exhibits were thoughtfully displayed and the grounds were beautiful and well maintained.”

Fig. 2.1 Attendance Numbers

	FY 2015-2016	FY 2016-2017	FY 2017-2018	Increase
January	81,946	84,748	110,123	+23%
February	85,895	117,033	113,381	-3%
March	136,340	174,268	180,415	+4%
Total	304,181	376,049	403,919	+7%

Fig. 2.2 Attendance Numbers Graph





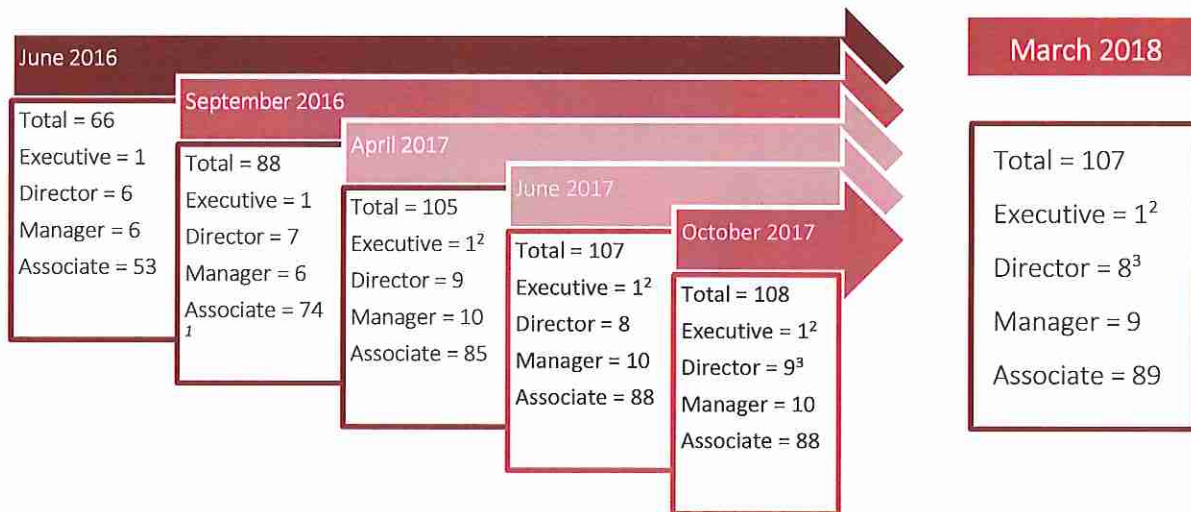
II. Human Resources Update

In the second and third quarter of the 2017/2018 fiscal year, the Human Resources team reports an overall retention rate average of 97.22 percent.

A. Human Resources Updates

HR updates in the second and third quarter of 2017/2018 fiscal year included the development and implementation of an employee anniversary day policy along with staff voting rights and an improved travel policy and hours of operations. In January, the Texas General Land Office took control over daily operations of the accounting office to include the transfer of ATI's Sr. Accountant and staff Accountant. Alamo Trust, Inc. also welcomed our new retirement investment advisor, Michael C. Perry, CPA, AIF, CPFA President of Retirement Advisors, LLC out of Addison, Texas.

Fig. 4.1 Staff Growth



¹ ACM assumed the Alamo Rangers (planned prior to June 1, 2016), 20 associates

² CEO is contracted through the GLO and not reflected in the Staff count

³ ACM was renamed Alamo Trust, Inc. and RTAF moved under Alamo Trust, Inc. in September 2017 (including one director and one associate)

B. Volunteer Program

As outlined in the last annual board report, Alamo Trust, Inc. launched its Volunteer Program in January 2017 with 20 active volunteer Docents and Living Historians. This year's goals include growth of volunteer numbers and a better relationship with local military and retirement groups. Within the year we've brought on 22 new active volunteers. We have continued to foster relationships with the local military bases and the Volunteer Advisory Council. We attended the JBSA (Joint Base San Antonio) Volunteer Appreciation Ceremony & are currently pursuing recruitment of active duty volunteers. Alamo Trust, Inc.'s biggest event in the first quarter was Commemoration, with 29 volunteers donating more than 516 hours of their time.



BOARD OF DIRECTORS MEETING

May 16, 2018

Second Quarter 2017/2018 volunteer recap:

1/1/18 to 3/30/18

- 63 volunteers donated their time
- 3,136 total volunteer hours
- Monetary value of time donated: \$78870.40 (3136hr x \$25.15/hr)



III. Visitor Services (VS) & Sales Update



The third quarter of Fiscal Year 2017/2018 allowed the visitor services department to improve the visitor experience by offering a full 13-day commemoration event, introducing a new tour for children, opening a new special exhibit, and continuing to bring in a steady revenue stream. During this year’s commemoration, Visitor Services assisted in working with the living history employee’s and volunteer’s as they promoted the daily commemoration events in Alamo Plaza and on the Alamo grounds. The department also launched a brand-new tour called the *Young Texans* tours, which is designed to be more interactive and educational for young children wanting to learn about life in the 19th century. In addition to a new tour, ATI has opened a new exhibit *Fortress Alamo: The Key to Texas* which depicts the different military troops who have occupied the Alamo overtime. TripAdvisor and other reviews continue to be high, complimenting staff helpfulness and overall appearance as well as quality of audio and walking tours.

“The history of this site is well presented. It also gives a good look into part of the intertwined history of Mexico, Texas and the USA. The staff is professional, friendly and knowledgeable. It is worth the visit!”

A. FY2017/2018 Audio Tour Sales

The Audio Tour continues to prove itself as the number one service we offer to the public. It has become our most popular tour due it accessibility on the grounds, duration, and self-guided experience. This quarter was slightly affected by our Commemoration events conducted for 13-days during February and March. During that time many different activities and tours were offered for free to increase visitation during Commemoration. Nevertheless, the Audio Tour is a visitor favorite for first time guest.

“We did the audio tour with hand-held audio players and found it to be very interesting and entertaining. Grounds are well-kept and helpful volunteers are stationed to assist with questions.”

Fig. 3.1 Audio Tour Sales

	FY 2015-2016	FY 2016-2017	Sales Growth	FY 2017-2018	Sales Growth
January	2,268	2,440	+8%	3,957	+62%
February	2,633	3,284	+25%	4,411	+34%
March	5,527	11,764	+113%	7,025	-40%
Total	10428	17488	+68%	15393	-12%

Fig. 3.2 Audio Tour Sales Graph



B. FY 2017/2018 Guided Walking Tour Sales

The Alamo guided walking tour has continued to give visitors a more informative experience of the Alamo’s history. The guided walking tour was revamped last year in March 2017. Many visitors, especially history buffs, learn more than they expected when taking this tour. Many participants also love the fact that the tour guide takes the group inside the church where they can continue to explore the grounds on their own.

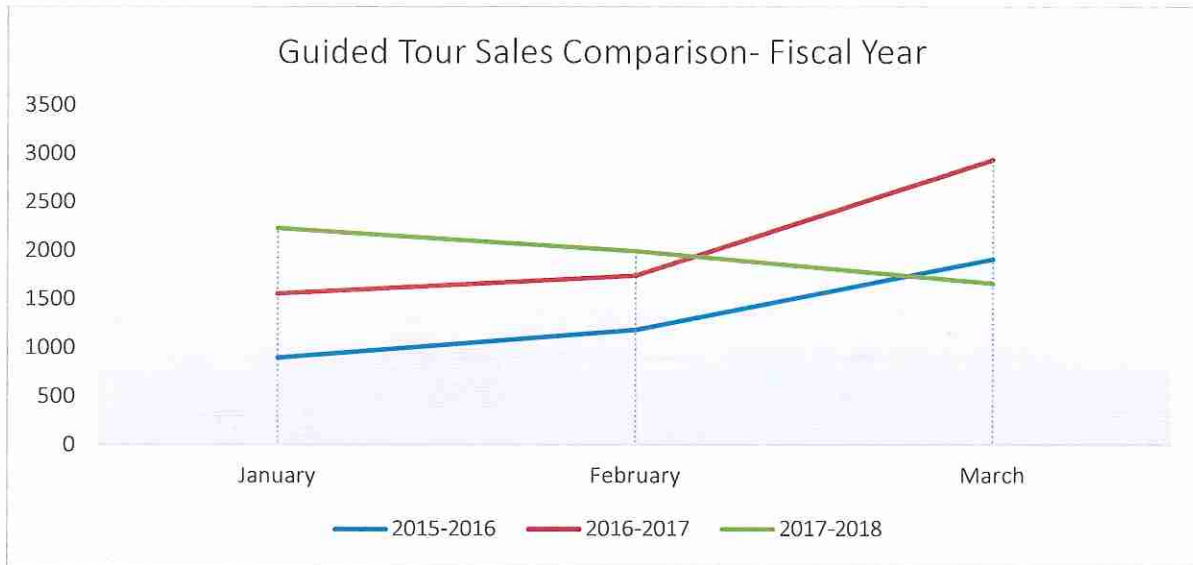
To prepare for the new Young Texans tour, which launched in February, Visitor Services was forced to limit the number of guided walking tours per day. This allowed management to hire more tour guides and train all current staff on the new Young Texans Tour, as well as open availability to conduct the new tour for the public. This has impacted the number of participants who took the guided walking tour this quarter. This does not affect the quality of tour our staff provides to the public.

“Visited this iconic Spanish mission with the wife and took the guided tour. I highly recommend taking the guided tour to get the full experience. David our guide explained everything brilliantly very informative.”

Fig. 3.3 Guided Walking Tour Sales

	FY 2015-2016	FY 2016-2017	Sales Growth	FY 2017-2018	Sales Growth
January	897	1,555	+73%	2,230	+43%
February	1,185	1,741	+47%	1,993	+14%
March	1,911	2,936	+54%	1,663	-43%
Total	3,993	6,232	56%	5,886	-6%

Fig. 3.4 Guided Walking Tour Sales Graph



C. FY 2017/2018 Young Texans Sales

The new Young Texans Tour is a children’s based tour which focuses on the agriculture, artillery, and lifestyle of Alamo occupants in the 19th century. Compared to the guided walking tour, the children’s tour is more directed toward an elementary & middle school audience. Participants receive a much better understanding of what the Alamo was as a mission and fort, while enjoying the physical interactions of holding an actual coonskin cap, learning the process of how a cannon was fired, and personal interactions with our living history staff. The children also receive an activity book they can take home to remember what they learned on the tour.

The Young Texans Tour officially launched mid-February to the public and is conducted twice a day. We have received reviews from parents who were glad ATI can offer a tour which is more child friendly.

“The Young Texan Tour was fabulous. So much better than going it alone. It was the perfect amount of time and information and very interactive. Lee our tour guide was fantastic. Would recommend this to anyone with kids that wants to learn about the ALAMO. Ours are 6,10 and 13 and they all loved it.”

Fig. 3.5 Young Texans Participants

Tour Participants	FY 2017-2018
February	190
March	593
Total	783

The Young Texans Tour may have lessened the number of participants on our guided walking tour, but has shown tremendous results. As of March 31st, the tour provided a positive ROI of 156% and



continues to grow daily. The success of the new children’s tour will cover the loss number of participants on our guided walking tour plus still generate revenue. ATI will require additional staff to provide more tour times and to keep up with the demand for tours.

D. Private Group Tour Sales

This Visitor Services department took over the sales and management of private group tours last July, including after-hours and VIP tours. Given that tour sales are being managed in a new manner, we do not have the figures for last year during this time, but Visitor Services has seen a larger demand from companies and outside organization who want to experience the Alamo with a personnel guide.

Fig. 3.6 Private Group Sales

Tours Booked	FY 2017-2018 Bookings	FY 2017-2018 Participants
January	17	501
February	32	1034
March	21	428
Total	70	1,963

E. Fortress Alamo Special Exhibit Attendance

The Fortress exhibit explores the military history of San Antonio and the Alamo. The focus is to examine the different military companies that occupied the Alamo as history progressed, from the Spanish who first help build the complex, the Texas Revolutionaries during the Battle of the Alamo, and United States military who used the complex as a warehouse. Fortress Alamo is filled with weapons, tools, uniforms, and artifacts that represent the different companies. In addition, the exhibit has a section where visitors who are in the military, have any relatives that serve, or any ancestors that may have served in San Antonio, can write a note and post it on a wall that represents the many families who have protected the State of Texas.

Fig. 3.7 Special Exhibit Attendance Overview

	Attendance	Capture Rate
February	26,682	24%
March	75,711	42%
Overall	102,393	34%





IV. Education Updates

The Education department has adopted a Tricentennial theme for our educational programming for 2018. From our educator workshops to our public lectures, we have attempted to cover as much of the Alamo's 300-year history as possible. For the first time we are offering a full year of lectures that are open to the public. Lecture topics include: Alamo Weaponry, The Presidential Company of Alamo de Parras, The Frescos of Mission San Antonio de Valero, David Crockett and Adina De Zavala and many more.

Throughout this quarter, Alamo Trust, Inc. has offered two educator workshops (Military and Mexican Independence: 1803-1821 and Colonization & the Texas Revolution 1821-1836) and presented at the National School Board Association conference, as well as, the National Council for History Education. We have also worked closely with Northside Independent School District in planning programming for their Texas history teachers. Northside ISD is the largest school district in San Antonio and the fourth largest in the state. There are **39** Title 1 elementary schools and **7** Title 1 middle schools in the district. We know that we can make a real difference in these schools and can use our experience with this district to assist others throughout the state.

Education spearheaded the 2018 Commemoration of the Siege and Battle of the Alamo this year with a full 14 days of programming on Alamo plaza. These programs were made possible with the help of our Living History crew as well as many outstanding volunteers from across the state.

Preparation for Alamo Summer Camp as begun. Four sessions of summer camp will be held from June through July 2018.

The task of registering, counting and selling student tours/visits has moved to Visitor Services. Their data is included below.

Fig. 4.1 Education Overview

Channel	Students Reached
1 Distance Education	1875 students (as of 4/30/18)
2 History Trunks	2,715 students (as of 4/30/18)
3 (A) Unregistered School Visits	214 schools (7/1/17-4/30/18)
3 (B) Unregistered Students	10,170 (7/1/17-4/30/18)
4 (A) Registered School Visits	295 schools registered (7/1/17-4/30/18)
4 (B) Registered Students	17,018 students (7/1/17-4/30/18)
5 Educational Tour Sales	\$17,784 (7/1/17-4/30/18)





V. Marketing Report

A. Marketing & Communications

January – March, 2018, the Marketing team continued to drive growth across key channels while promoting public programming, daily visitor experiences, master plan news, and educational resources.

Key accomplishments included:

- 5%+ increase in Facebook followers
- 10% increase in Twitter followers
- 15.8M total Facebook impressions
- 700K Twitter impressions
- 7.69% increase in email subscribers
- 27.4% average open rate

Fig. 5.1 Media/News Exposure January 1, 2018 – March 31, 2018

The Alamo

Jan 1, 2018 - Mar 31, 2018

Media Exposure

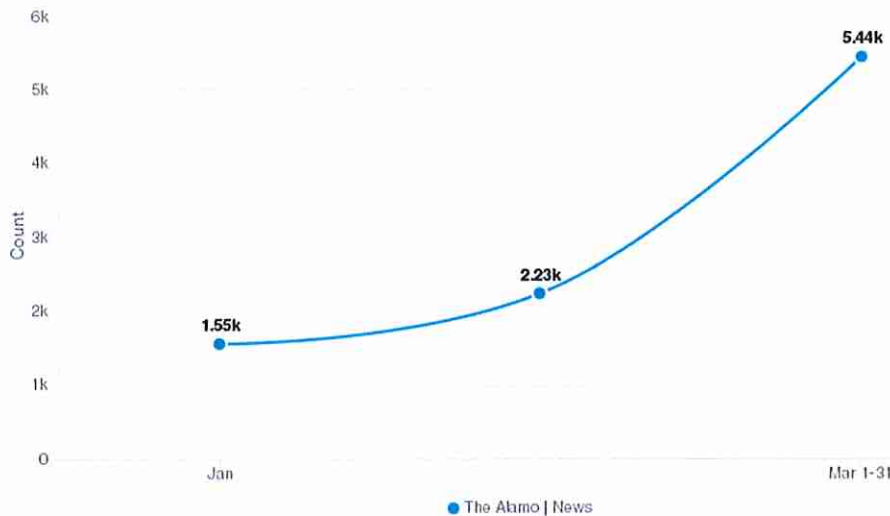
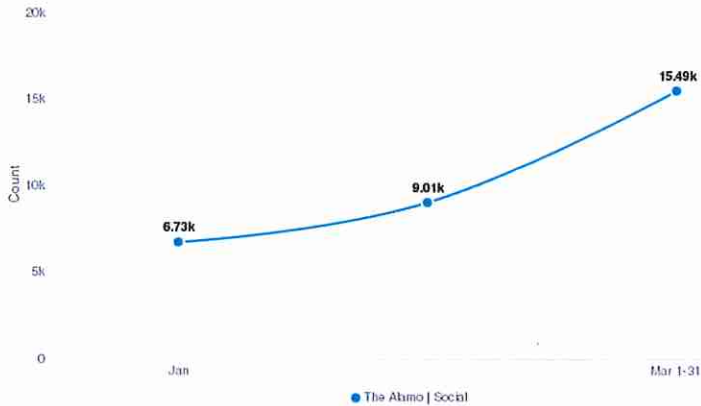


Fig. 5.2 Social Media Exposure January 1, 2018 – March 31, 2018



The Alamo
Jan 1, 2018 - Mar 31, 2018

Media Exposure



Commemoration, the election and NCAA Final Four were the biggest factors in the Alamo being mentioned in the news and on social media

B. Public Programming

The Alamo hosted the following events and programs for the public in the January – March, 2018 timeframe.

- **January First Saturday** (5,171 visitors): Free, all-day, family-friendly living history event (January 6)
- **Alamo Round Up** (5,419 visitors): Western themed first Saturday event (February 3)
- **Pinot's Palette** (30 attendees): first ever ticketed partnership event with Pinot's Palette Alamo Heights (February 20)
- **Commemoration** (51,499 visitors): The Marketing, Education and Visitor Services departments worked together to create a 14-day series of over 22 different events and special tours to commemorate the 1836 siege and battle of the Alamo (February 23-March 7)
 - **Evening with Heroes** (330 attendee): ticketed theater style event taking visitors through the evening leading up to the battle (February 23-24)
 - **Never Surrender or Retreat!** (6,211 visitors): event focusing on Travis' famous letter (February 24)
 - **Return of the Cannons!**: Lt. Governor Dan Patrick and Commissioner George P. Bush welcomed the first restored cannons back to the Alamo in a special press event
 - **Movie Night** (150 attendees): played the John Wayne's *The Alamo* on big screen in the Alamo gardens (March 2)
 - **Crockett Fiddle Festival & Fandango** (6,378 visitors): a variety of bands played throughout the day in the Alamo gardens in a tribute to Davy Crockett (March 3)
 - **Remember the Defenders** (4,563): in honor of the famous Alamo defenders, we partnered with the Alamo Defenders Descendants Association (ADDA) for a tribute event

- Created a partnership with organizations that have historically held events at the Alamo including the DRT, SRT, SALHA, ADDA, Grand Lodge of Texas, and more
- 20 outdoor interpretive signs were added to Alamo Plaza and the Alamo grounds which mark significant Alamo sites and delineate the outline of the Alamo compound; Previously unmarked, visitors now know the exact moment when they step onto the historic battlefield
- Closed Alamo St February 24-25 and March 3-4 for visitors to safely have access to commemoration events held in Alamo Plaza

C. Event Rental Sales

January – March, 2018, the Alamo rented space for 26 private military or corporate events with approximately 2,766 attendees. Total revenue for this period was up 95% vs. last year. Some private events that stood out were:

For the third year in a row, the Alamo has hosted a private event for the Border Patrol Foundation with approximately 300 border patrol officers in attendance. A different area of the Alamo grounds was tested as an event space, and so far 3 successful events have been held there.

The Alamo also hosted a breakfast event for the spouses of NCAA Final Four executives.

D. Visitor Maps | January 1 – March 31, 2018

The Alamo team has continued to capture visitor zip codes at the gift shop point of sale. The following maps are based on the 2,063 zip codes collected in the gift shop during the January 1 – March 31, 2018 time frame.

Fig. 5.3 Total Gift Shop Customers January 1 – March 31, 2018

- 2,063 total Gift Shop Customers
- North America: 2018 customers (representing 97.82% of total visitors)
- Europe & Middle East: 22 (representing 1.07% of total visitors)
- South America: 1 (representing .05% of total visitors)
- Africa: 1 (representing .05% of total visitors)



Fig. 5.4 U.S.: 2,018 Gift Shop Customers (97% of total visitors)

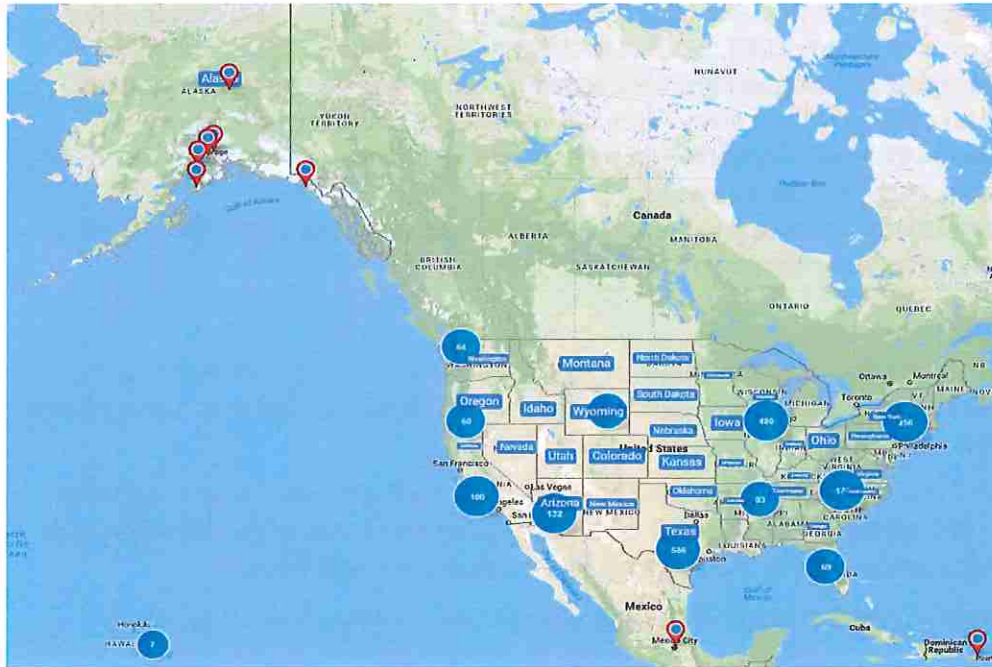


Fig. 5.5 Texas: Approximately 27% of Gift Shop Customers

- Dallas/Fort Worth metro: 5.96% of total visitors
- Houston metro: 4.85% of total visitors
- San Antonio metro: 3.68% of total visitors

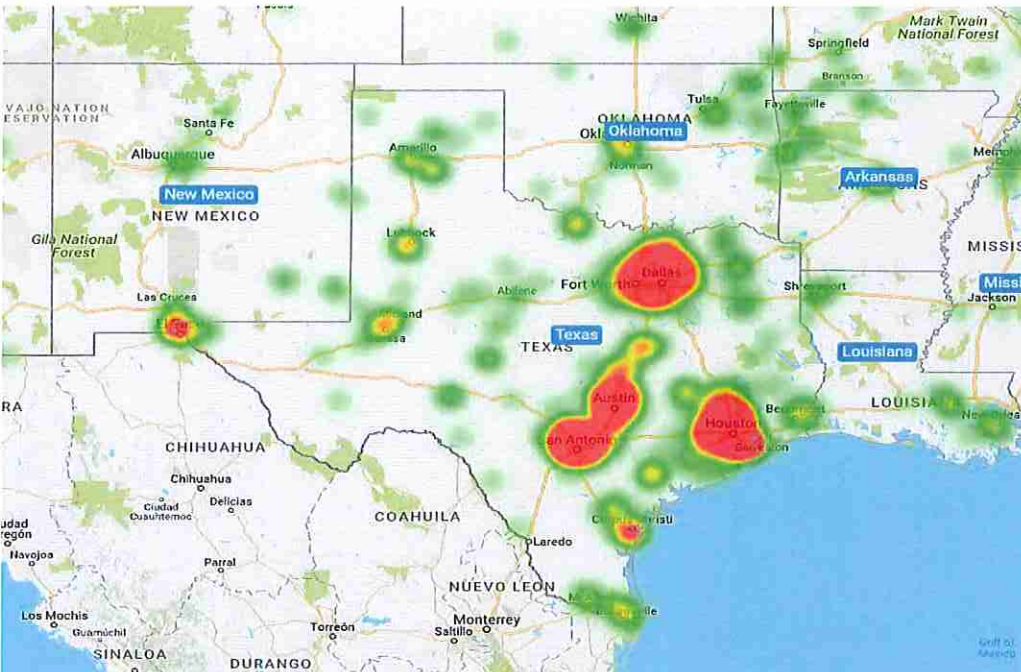
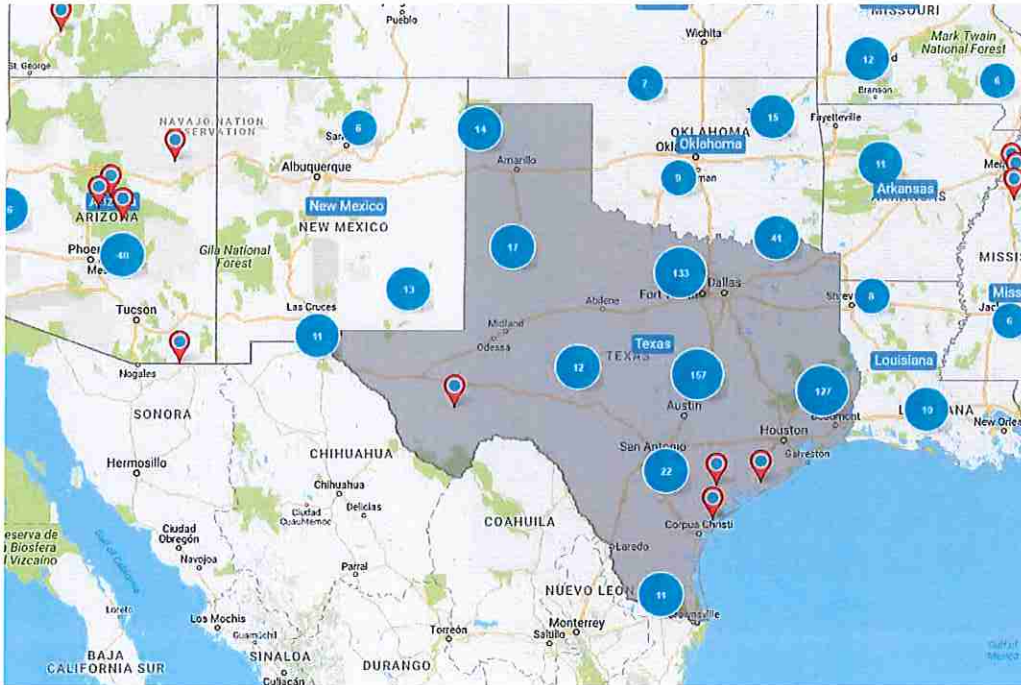


Fig. 5.6 NE U.S.: 14.59% of Gift Shop Customers

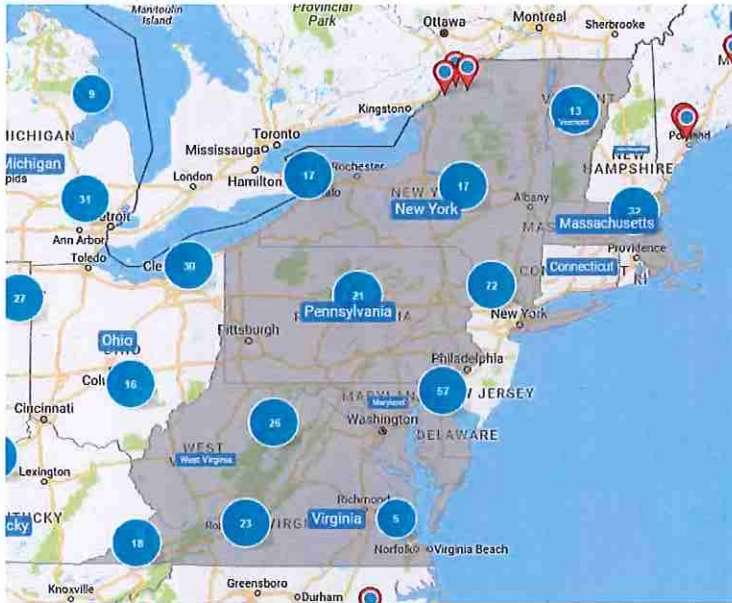


Fig. 5.7 California/Pacific NW: 10.95% of total Gift Shop Customers

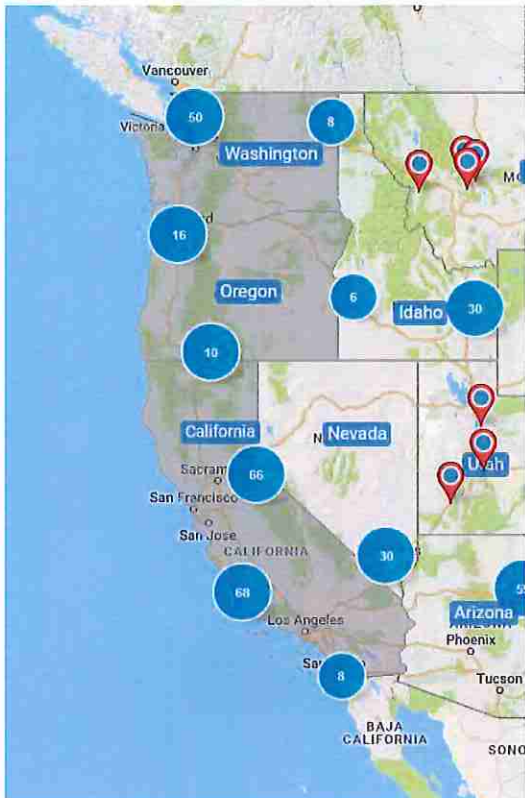
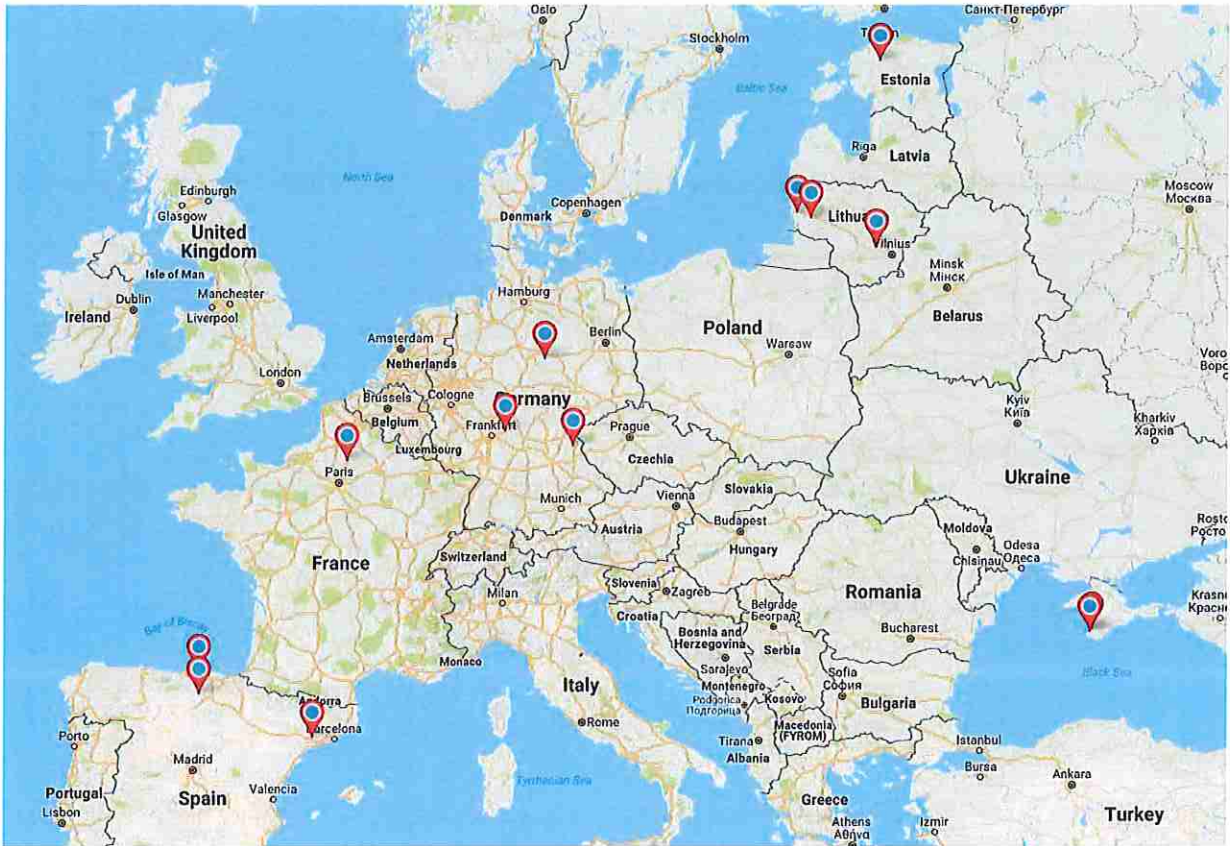


Fig. 5.8 European Gift Shop Customers: .63% of total Gift Shop Customers



VI. Upcoming: FY 2017/2018 Public Programming

A. San Antonio Tricentennial Programming (calendar year 2018)



The ATI Marketing and Education teams will work closely with the City of San Antonio and key community partners to plan and execute a variety of programming and special events for San Antonio's tricentennial celebration in calendar year 2018. To date, those plans pertaining to the Alamo include:

- **Military Day:** May 6, 2017 – activities to include Military Drill Team performance in Alamo Plaza
- Programming on each **military branch's birthday** (June: Army; August: Coast Guard; September: Air Force; October: Navy; November: Marine Corp; December: National Guard)
- **Lecture series** (one per month) exploring different topics related to San Antonio culture and heritage throughout the year.

B. Other 2018 Public Programming

The Alamo will also plan/execute the following 2018 events, tying into the Tricentennial theme where appropriate:

- Independence Day celebration
- Veterans Day celebration/promotion
- Quarterly, themed First Saturday events
- Movie night
- Two arts/culture events (painting or photography evening, etc.)

In addition to Alamo-driven programming, the team will coordinate with community partners on the following approved city events taking place in or around Alamo plaza:

- (March/April 2018) NCAA Final Four
- (April 2018) Fiesta
- (May 1 – 6, 2018) City Tricentennial Events
- (May 18, 2018) Memorial for fallen firefighter Scott Deem
- (September 2018) World Heritage Festival



VII. Conservation Report

Cannon Preservation Project Update

In September, the Alamo announced a partnership with the Conservation Research Lab at Texas A&M to conserve the Alamo battle cannons for future generations of Texans and history lovers. The Alamo currently has seven of the cannons that were present at the 1836 siege.

Two cast-iron cannons were returned to the Alamo after being under severe conservation treatments for 10 weeks. The two guns arrived at TAMU in poor condition. The cannon barrel of the image below is split into three main parts by one band made of several rings on either side of the trunnion remains. This is a 3 or 4 pounder, cast in Sweden for the commercial market and probably from the 18th century.

Fig. 7.1. 18th century cannon: Calibre 75mm, Length 1540mm (60.6 inches)



This type of gun is very common and found across the world; many were carried by the Dutch and sold to other nations. For example there are similar examples in many museums in the Netherlands, including The Fortification museum in Naarden and in the Dutch Caribbean St Eustace. This cannon could have fulfilled a number of different uses during its working life. One use might have been intended for smaller ships. Another possibility is for use in settlements or estates. Such guns, being small and relatively light, were easy to transport, or even be smuggled. There was always a demand for superior European artillery around the world.

Fig. 7.2 18th century cannon: Calibre 73mm, Length 1378mm (54.25 inches)



This cannon is also in poor condition. However, there is a "keyhole" shape round the touchhole and a prominent raised ring in front. The muzzle is very short and very flared with a ring at the neck. This is a 2 or 3 pounder iron gun, with French connections. The two distinctive features in this gun are the keyhole touchhole and the very short flared muzzle. The keyhole is a feature that occurs on some Swedish guns and on official French pieces, from about 1775. The shape of the muzzle is similar to some French pieces, some cast in Sweden, from the third quarter of the 18th century. The cannon is too short to be an official gun. It was made in a world that looked to France for leads in cannon design. I think it dates to about 1775-1785.

Two cannons currently at TAMU: The two cannons below will go similar conservation treatments as the returned four guns.

Fig. 7.3 Carronade/gunade:



Fig. 7.4 Spanish cannon



First set of cannons returned and on display in the "Hall of Cannon", located in the arcade.

Fig. 7.5 1842 Rio Grande cannon



Fig. 7.6 Spanish Cannon



After the cannon are conserved and returned to the Alamo. They will be on display in the arches of the arcade. The arch prevents the cannon from being exposed to direct sunlight. Long-term preservation is the reason for the recommendation that the Alamo Trust Cannon Collection be displayed in a vertical orientation. Over a period of more than fifty years the cannon had been set into concrete bases and not received substantive preservation treatment. This led to corrosion in the bore and along the underside of the cannon where moisture was allowed to pool and cause ongoing deterioration. Unfortunately, visitors climbing and sitting upon the cannon and the accumulation of trash and debris in the bore of the cannon were activities that were not in the best interests of the preservation of the eighteenth-century cannon.

In the next few weeks we will pick up the two cannons currently under conservation treatments and take the extra-large cannon to TAMU. Once the extra-large cannon conservation treatments are complete, the gun will parade down runway with the TAMU cadets in middle to late August. A press release will be sent out once dates are finalized.

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VIII. Security Report

A. Camera Systems

A total of 28 digital CCTV cameras are currently operational on the Alamo grounds. An additional 4 cameras, covering the Alamo Plaza as well as the West and North walls of the Long Barracks will be installed in the next 60 days. There are plans to add more cameras to cover the exterior of the Alamo



grounds and possibly inside the Long Barracks and Alamo Hall as security improvements of the Alamo are implemented.

B. Key Warden

A Key Warden system has been installed on the Alamo near the Rangers' station. The Key Warden system is a secure, electronic, metal storage device where all Alamo master keys and other select Alamo key sets are electronically checked out by an authorized user and returned prior to the user departing the Alamo grounds. This reduces the likelihood of an employee losing or duplicating a master or controlled key. The Key Warden system electronically tracks who took a key or key set, when they took the key(s) and when they returned the key(s). Employees must scan their Alamo employee ID card on the Key Warden's card reader panel in order to remove any keys. Employees are not able to sign out a key or set of keys that they have not been authorized to sign for in the Key Warden system. The Key Warden system is managed by the Chief and Deputy Chief of Rangers. is under CCTV surveillance and is monitored by the Rangers' station at all times.

C. Taser Update

All Alamo Rangers have completed the operator's training on the X26P Taser and have been issued a Taser. The Alamo Ranger Taser policy has been approved by the GLO and all Rangers now carry the X26P Taser as a less than lethal level of force.

D. Additional Rangers

Three additional Rangers have been added to the Alamo Ranger Department as part of the implementation of recommendations provided after the recent security assessment. One Ranger was added to each of the 3 shifts. There are now a total of 23 Rangers, including the Chief and Deputy Chief of Rangers.





IX. Interpretive Plan Update

The following is a summary of the Interpretive Plan team (PGAV Destinations, Cultural Innovations, and Reed-Hilderbrand) activities over the past weeks:

Site Design

- Continued development on site design for Historic Core, Plaza de Valero, and Riverwalk connection

Interpretive Content

- Continued progress of Collections Significance Review and database updates with Alamo and GLO teams.
- Continued progress of content development and guest experiences for Outdoor Site Areas, Church and Long Barrack, and future Museum galleries.

Programming and Revenue Planning

- Continued progress on Operations / Capacity Model and Program.
- Initial progress on rough-order of magnitude budget outline and execution schedule

Visitor Research

- On-site research has started with surveys and interviews (250 respondents)
- On-line research has started throughout the State of Texas (2000 respondents)

Public Engagement / Project Review

- Attended Houston Street charrette with Centro / AIA.
- Participated in Alamo Treasure Roadshow during the months of April and May.
- Continued monthly meetings with Alamo Management Committee
- Continued meetings with Citizen's Advisory Committee