

REMEMBER  
**THE ALAMO**

VISION CONCEPTS | G&A

REMEMBER

**THE ALAMO**

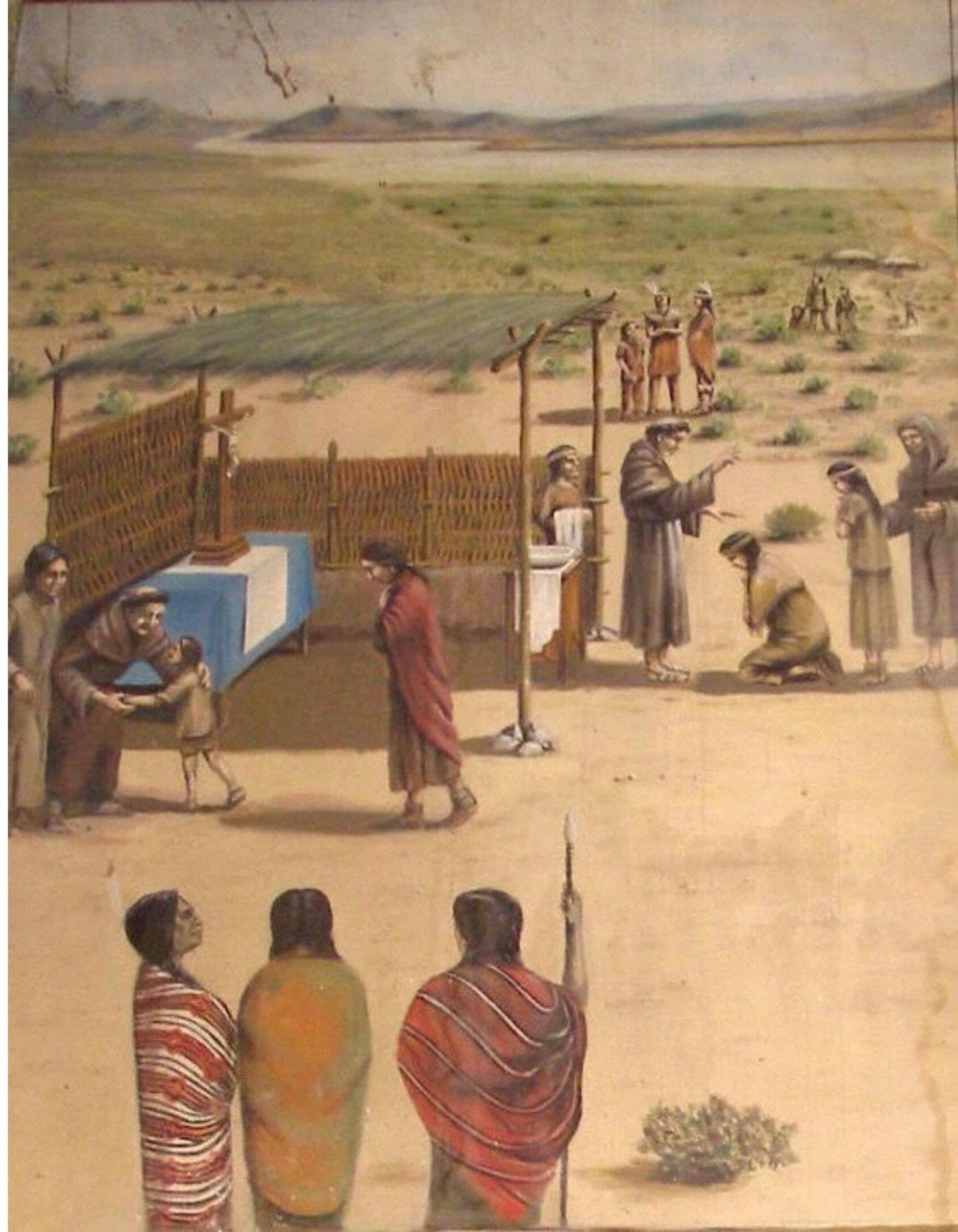
VISION CONCEPTS | G&A

## GALLAGHER & ASSOCIATES' VISION

Developing an interpretive plan for the Alamo represents an unparalleled chance to explore one of world's most recognized and celebrated historical sites.

The history of the Alamo is a deeply layered narrative reflecting a rich diversity of perspectives and peoples. It is a story about cultural exchange spread out over centuries and a dramatic 13-day battle that changed the course of history. It is a tale that includes a wide diversity of players, from indigenous peoples and Spanish monks to Tejano settlers and American pioneers. And, it is a story that has become richly imbued with symbolic significance to millions.

Interpreting the Alamo's tapestry of overlapping storylines presents a unique opportunity to create an experience that speaks to the diversity of cultures that make up Texas today. We envision an interpretive approach that engages rather than lectures by immersing visitors into the rich layers of history. We want to strike an appropriate balance between educating and exciting visitors while respecting the Alamo as a site of reflection and remembrance. Our goal is to develop a plan that presents visitors an accurate and authentic account of the past, encourages them to reflect on its significance for the present, and invites them to look to the future.

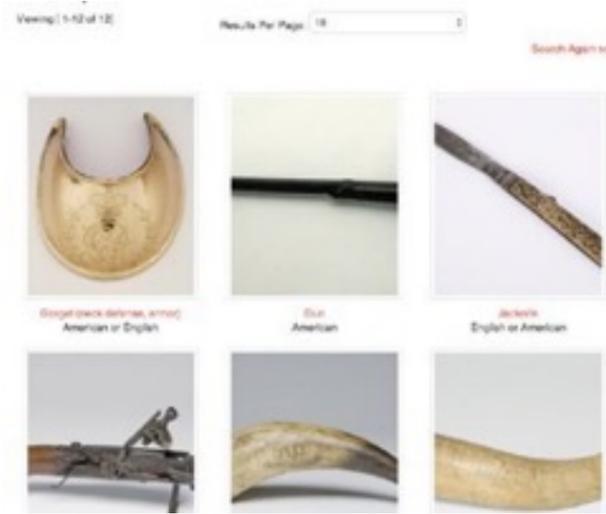


# ESTABLISHING HISTORICAL AUTHENTICITY



## DIVERSE VIEWPOINTS

Present a range of perspectives and rediscover lost stories.



## DIGITAL DATABASES

Encourage visitors to explore the Visitor Center & Museum collection and learn more about key objects.



## UNFILTERED PERSPECTIVES

See the story through the eyes of actual participants and witnesses.



## ARCHAEOLOGICAL EXCAVATIONS

Highlight ongoing efforts to learn more about the site and its inhabitants.



## ARCHAEOLOGY LABS

Help visitors understand how we know what we know.



## OPEN STORAGE

Expand visitor access to original artifacts not on display.



## DIGITAL MEDIA OVERLAYS

Show visitors the context of how artifacts were originally used.



## INTEGRATED DISPLAYS

Use artifacts to advance key storylines and messages.

# POTENTIAL INTERPRETIVE TOOLS



## SITE-INTEGRATED GRAPHICS

Develop appropriate interpretive signage that complements the historic and ceremonial significance of the site.



## INTERACTIVE DIGITAL INTERPRETATION

Use technology for on-site interpretation in ways that minimize the impact on historic structures and spaces.



## MULTIMEDIA PRESENTATIONS

Immersive and narrative storytelling that provides compelling visitor experiences.



## INTERACTIVE MEDIA

Encourage visitor interaction and deeper exploration of complex storylines.



## PHYSICAL MODELS

Facilitate visitor understanding of the site and the events that happened here through accessible three-dimensional models.



## DIGITAL MODELS (2D AND 3D)

Historical depictions based on extensive research and documentation where original imagery is not available.



## AUGMENTED REALITY/ TRANSPARENT MEDIA OVERLAYS

Enhance engagement by immersing visitors in a historic time and place.



## LIVING HISTORY

Historical reenactments that offer visitors a unique perspective on daily life.

# PRIMARY INTERPRETIVE TOPICS

## INDIGENOUS NATIVE AMERICAN GROUPS

How did the region's indigenous inhabitants live? Why did they settle here? How did they interact with other Native American groups? How did the arrival of Europeans in the New World affect them?



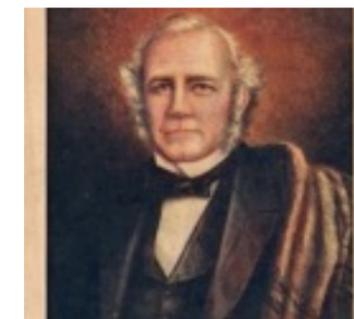
## SPANISH COLONIAL SETTLEMENT

Why was the Alamo Mission built here? How was it connected to other missions? Who were the missionaries? What did they do and how did they interact with Native Americans? Who were the other settlers who arrived during this period? What was the role of slavery? Why did the mission cease and how did the site become a military outpost? What other kinds of Spanish settlements were in the region?



## INDEPENDENCE AND REVOLUTION

Why did Mexico become independent from Spain? What different groups of Mexicans, slaves and freedmen, Tejanos, Texians, and Americans lived in Texas at this time? How did American settlers come into the region and what was their impact? What was the role of slavery in the region? Why did tensions grow with the Mexican government? What did the different groups living in Texas want? How did the Texas Revolution begin? How did Mexico respond?



## BATTLE OF THE ALAMO

What was the strategic significance of the Alamo? Who were the Texian defenders who occupied the site and how did they prepare for its defense? Who were the Mexican forces on the opposing side? What happened during the battle? What was the outcome and what impact did it have on the Texas Revolution?



## FROM RUIN TO MEMORIAL

What happened to the Alamo site after the battle? How did Texas achieve independence and later become part of the United States? What did the U.S. Army do at the site? What happened to the site as the city of San Antonio developed around it? How did the Alamo become a symbol of Texas? How has the battle been portrayed in popular culture and how has it become a globally recognized landmark?



A historical map of the Alamo site, showing the 'Square of Mission' and the 'Yard of Convent'. The map is overlaid with a dark blue gradient. The text 'THE ALAMO' is prominently displayed in white, bold, serif font, underlined. Below it, 'EXTERIOR SITE' is written in a smaller, white, bold, sans-serif font. The map includes various lines, rectangles, and handwritten labels such as 'Square of Mission', 'Yard of Convent', and 'Arroyo running to La Villa'.

# THE ALAMO

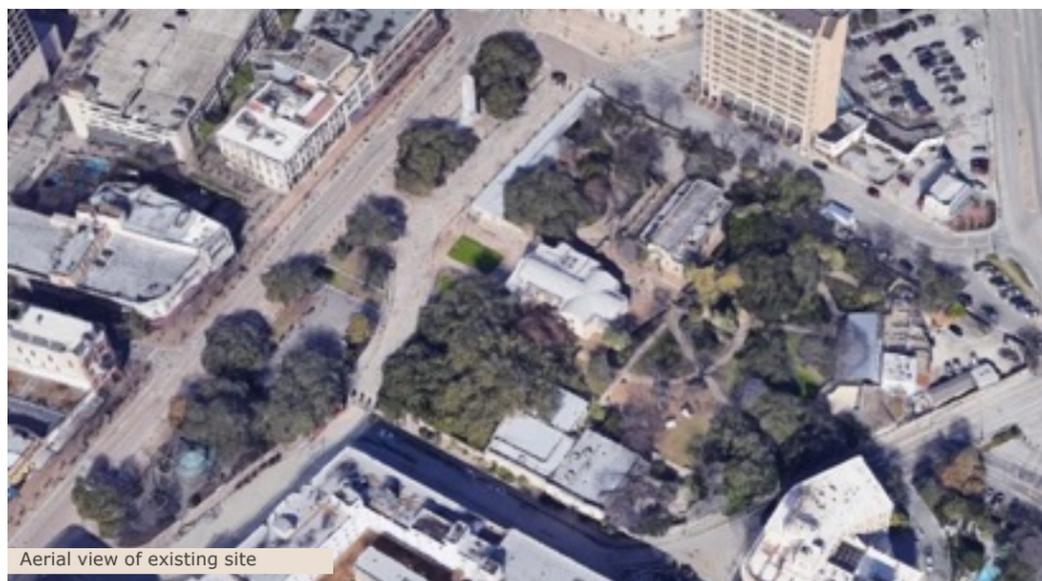
EXTERIOR SITE

## EXISTING SITE CONSIDERATIONS

After almost two hundred years, the Alamo site has largely become enveloped by the surrounding urban environment.

Large parts of the mission complex have been lost. The 1836 footprint of the fort is almost completely obscured, with most of the walls either covered by nearby buildings or paved over.

We want to explore ways of delineating the site's historic features more overtly, allowing visitors to better understand the site's history and appreciate what occurred here. We see an opportunity for using these features as a recurring interpretive element, linking the Plaza to the Visitor Center & Museum and helping to unify the site as a single holistic experience while improving its connections to the river, surrounding neighborhoods, and other sites in the city.



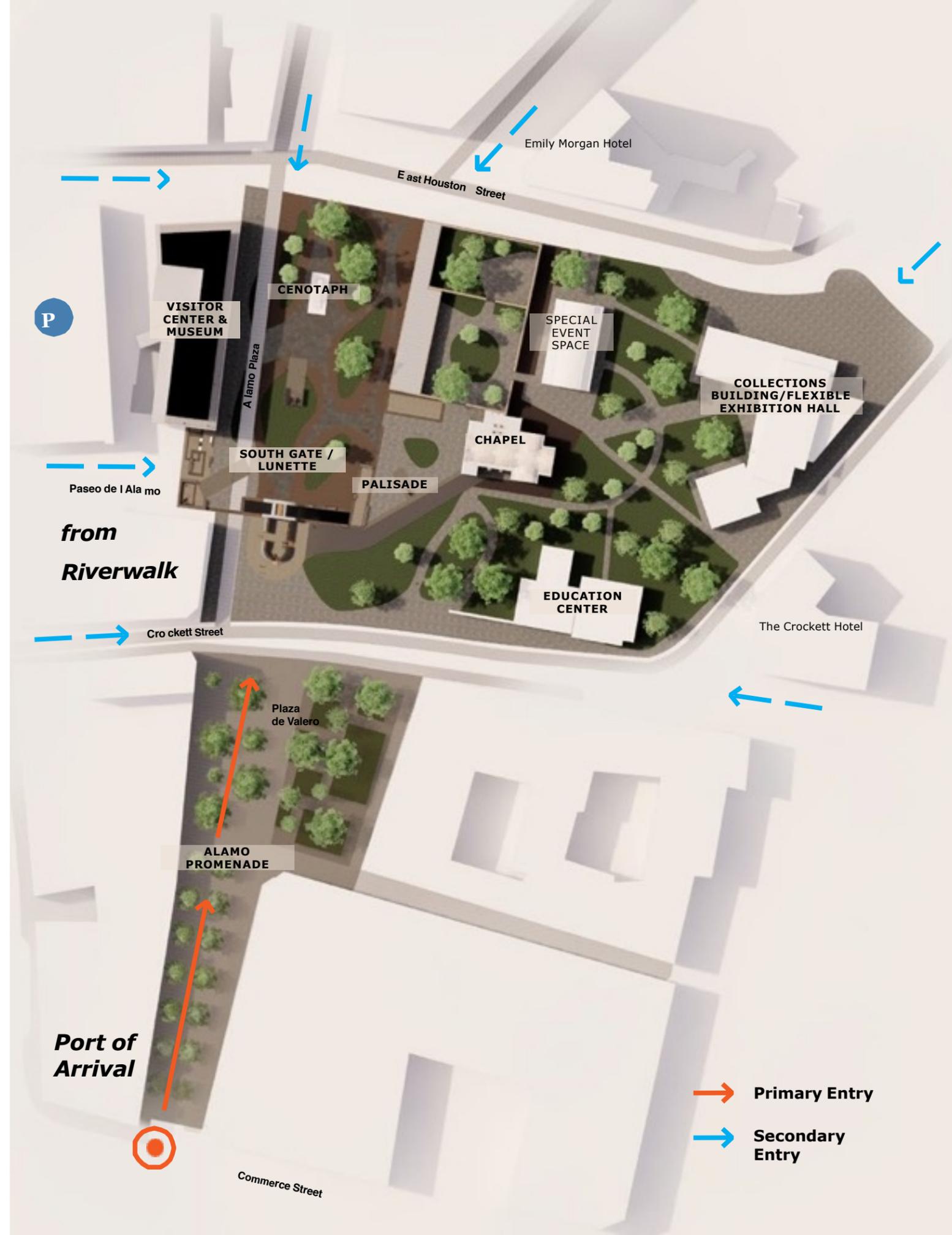
# SITE APPROACH

Our proposed approach to the site seeks to balance a number of competing goals to create a compelling and engaging visitor experience worthy of one of the world's most celebrated historic landmarks.

We want to provide opportunities for telling the deeper story of the site while also allowing visitors to appreciate the historic moment of the battle. We hope to imbue visitors with a deeper understanding of the site's history while also encouraging them to appreciate the solemnity of its memorial character. And we want to create a welcoming and inviting experience while also establishing the site as a distinct space clearly separate from the surrounding urban environment.

## MORE SPECIFIC GOALS INCLUDE:

- Establish a primary entrance zone while recognizing that visitors may approach the site from several different directions
- Explore ways to delineate the footprint of the original 1836 fort in a way that supports visitor understanding of the overall site
- Create a more inviting Plaza experience
- Renovate the Crockett Block, Palace Theater Arcade, and Woolworth Building to create a world-class Visitor Center & Museum and supporting visitor amenities that are better integrated into the overall site
- Demarcate aspects of fort's western wall within the new Visitor Center & Museum's lower level to enhance visitor understanding of the original complex



# ALAMO PROMENADE

Visitors feel as though they are moving through time, following the footsteps of the many peoples who have followed this same pathway over the centuries.

## DESIGN GOALS

- Build anticipation for visitors as they approach South Gate
- Provide historical context prior to arrival at Fort perimeter
- Create a new level of reverence for the site
- Pose questions that will help immerse visitors in the story

## INTERPRETIVE OPPORTUNITIES

### 1. Welcome to the Alamo Site

This area orients visitors to the Alamo, explains its status as a UNESCO World Heritage Site, and begins introducing the variety of stories and perspectives they will encounter during their visit, giving a sense of definition and orientation.

### 2. Indigenous Inhabitants

Zones along the promenade explore the story of the region's original inhabitants, how they lived, their relations with other Native American groups, and how the arrival of Europeans in the 16th century affected their way of life.

### 3. Missionaries

Visitors will learn about the arrival of Spanish missionaries in Texas, the creation of the Mission San Antonio de Valero and other missions in the early 1700s, and the establishment of other Spanish settlements in the region.

### 4. Soldiers and Settlers

Interpretive displays explore the development of the site as a military outpost and the development of Tejano communities in the late 1700s and early 1800s.



## **SOUTH GATE**

The recreated 1836 South Gate becomes a entry passage into Alamo Plaza.



## **SOUTHWEST CORNER 1836 FORT**

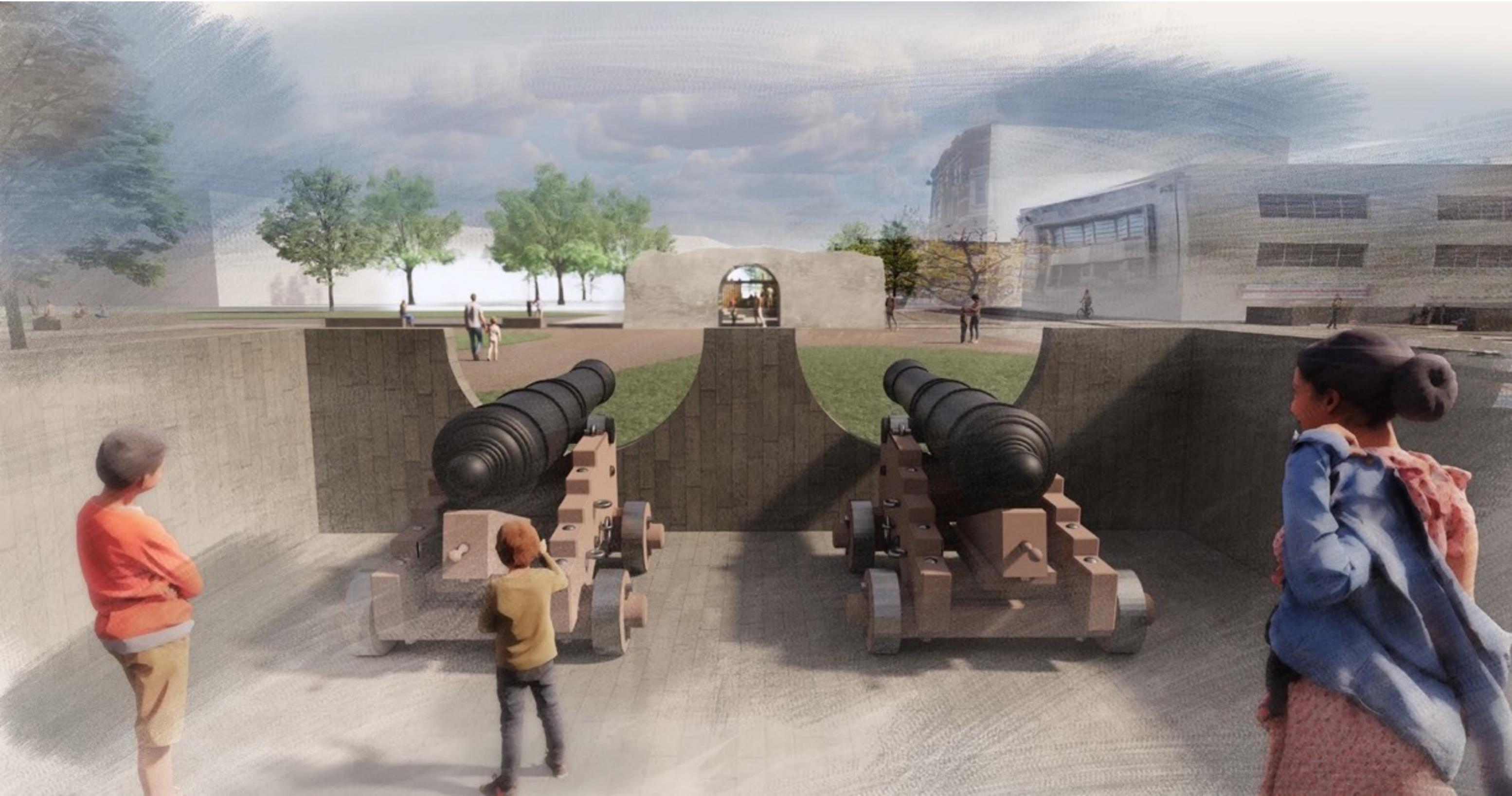
An elevated platform with ramp access offers visitors a unique vantage point, highlighting the spot where the first warning shots were fired on Mexican troops. Added interpretation around the excavation zones will help focus attention on the historic boundaries of the Alamo as well as highlight ongoing research programs at the site.

- 1 Raised platform simulating the southwest corner of the fort**
- 2 Graphic interpretation of excavation zones, Losoya House**



## POTENTIAL CANNON EMPLACEMENT RECREATION

Added elements evocative of the plaza cannon emplacement draw attention towards the southern walls and the Promenade, compelling visitors to imagine the site from the perspective of the Alamo's defenders.



# BARRACK ENHANCEMENT

Help visitors understand original height and shape of the long barrack



# ALAMO PLAZA

## CENOTAPH MEMORIALIZATION

The historic Cenotaph remains in its current location to play a central role in highlighting the memorial character of the site.



# ALAMO PLAZA

## POTENTIAL OPPORTUNITIES FOR INTERPRETATION



Models

### PUBLIC GATHERING SPACE

Interpretive elements in the Plaza can provide cohesion to the entire site.



### PHYSICAL AND DIGITAL INTERPRETATION

Site markers provide an access point to the stories for visitors who prefer not to use their phones or a rented device, giving them a high-level overview of the Alamo's history. For those on the AR tour, this provides additional background and context.



Graphics and landscape



Era Markers



Acequia Marker

# ALAMO PLAZA

## OPPORTUNITIES FOR DAY & EVENING PROGRAMMING



Projection on building



### EVENT PROGRAMMING

Festivals, concerts, and other rich programming can attract locals and tourists to a reinterpreted plaza.



Live events



Projection on plaza



Live reenactment



Performance



## THE CHAPEL

The iconic Alamo Mission Chapel offers an opportunity to create a zone of remembrance and reverence.

### DESIGN GOALS

- Create a quiet moment for reflection while preserving the historic character of the chapel

### INTERPRETIVE OPPORTUNITIES

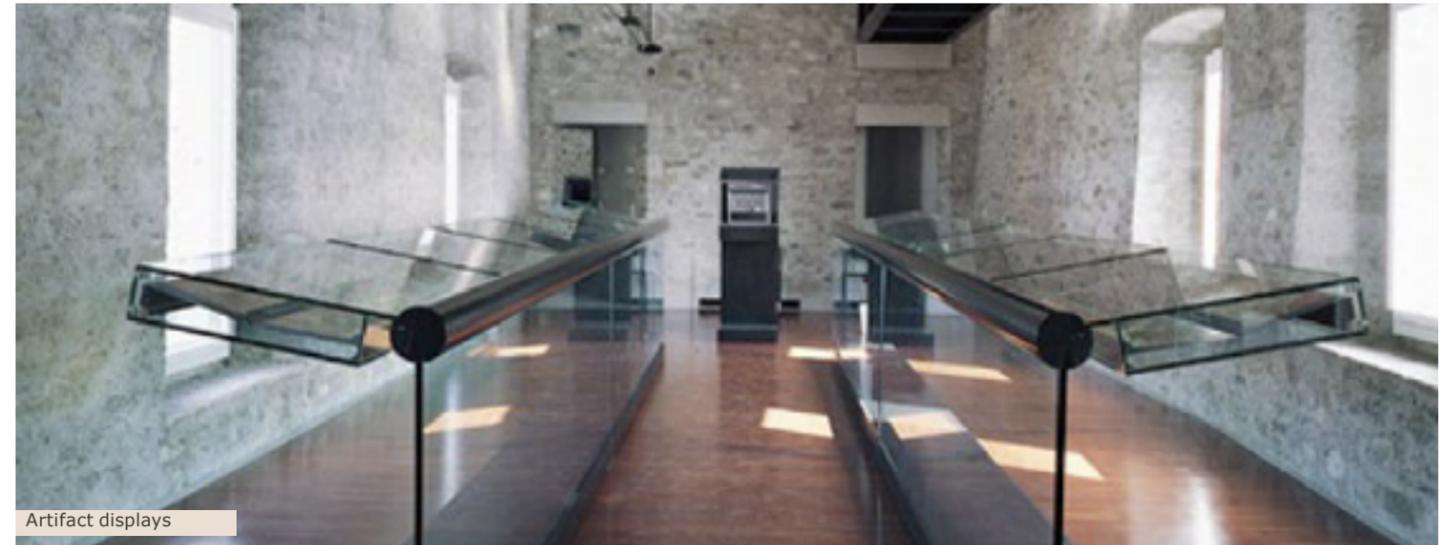
1. Campo Santo burial site
2. Baptistry
3. Nave
4. Transept
5. Sacristy
6. Altar (this area also used as cannon position during 1836 battle)
7. Added roof and distinctive shape of Alamo parapet (added by U.S. Army in 1840s/50s)

### CONSIDERATIONS

- In order to maintain the authenticity of the chapel, much of the story of the chapel and its conservation may be best told in the permanent Visitor Center & Museum, ideally in a position from which visitors can see the chapel exterior from within the gallery. A 3D model of the chapel in the gallery can offer visitors a closer look
- Digital/augmented reality is also an option but could disrupt from the reverential tone of the space

# THE CHAPEL

Adding interpretive experiences while maintaining a reverential tone



**REFLECTION**  
Creating spaces for quiet moments of reflection and contemplation.



# LONG BARRACK/CONVENTO AND CAVALRY COURTYARDS

One of the oldest buildings on the site, the Long Barrack presents a multitude of interpretive opportunities, from exploring the lives of the Catholic missionaries and Spanish soldiers who occupied these quarters to highlighting key moments of the battle.

## DESIGN GOALS

- Establish Long Barrack, Convent Yard, and Calvary Yard as part of the Alamo Mission historical site
- Utilize finished interior space and update artifact displays and graphic interpretation to reflect the design approach developed for the permanent Visitor Center & Museum

## INTERPRETIVE OPPORTUNITIES

1. Focus on all the individuals that fought in the 1836 battle
2. Highlight use during the mission era for workshops, monk living quarters, etc.
3. Highlight use as a military hospital during the late 1700s and early 1800s after the Mission became a military outpost
4. Describe daily life of missionaries and soldiers
5. Live reenactment

## CONSIDERATIONS

- Avoid confusing the visitors with overlapping stories from different time periods



# LONG BARRACK/CONVENTO AND CAVALRY COURTYARDS

Capturing multiple stories relating to the same space



Existing barrack



Historic illustration



Mission life



Historic images

**RECREATED SPACES**  
Creating immersive experiences that help visitors connect with the past.



Change over time



Wayfinding



Artifact displays



Augmented reality

## 1936 GARDENS

The 1936 Gardens have a distinctively different character than the nearby historic buildings and spaces. In addition to providing potential special event space, they will also house a future building featuring collections storage and flexible exhibit space for the Alamo.

### DESIGN GOALS

- A quiet and comfortable space that provides an opportunity to think about the larger impact of the Alamo site
- Rich in the senses of place—the landscape, smells, and beauty in contrast to the monochrome historic structures

### OPPORTUNITIES

1. Locations for living history reenactments
2. Locations for special event rental

### CONSIDERATIONS

- Provide context that this space was created long after the Mission site
- Allow separation from group programming and the desire for individuals to decompress and reflect



# 1936 GARDENS

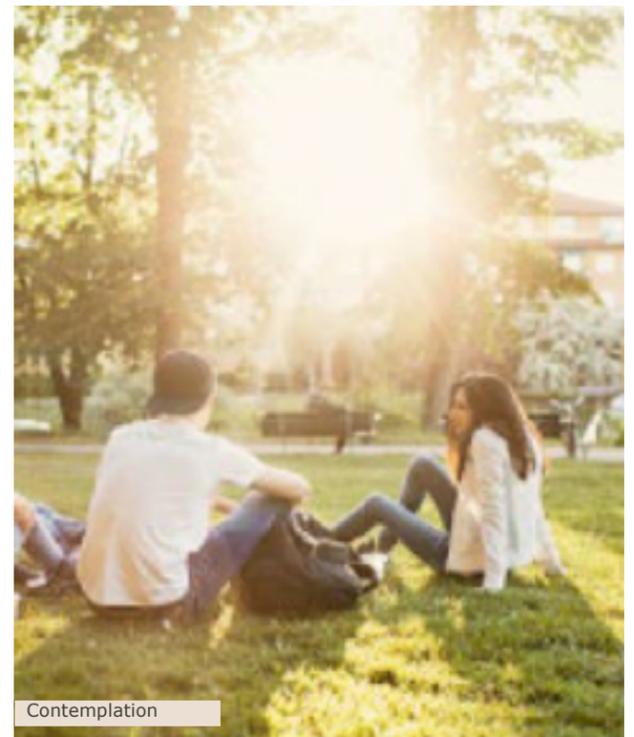
Secure storage space to house and conserve material culture relating to the history of the site



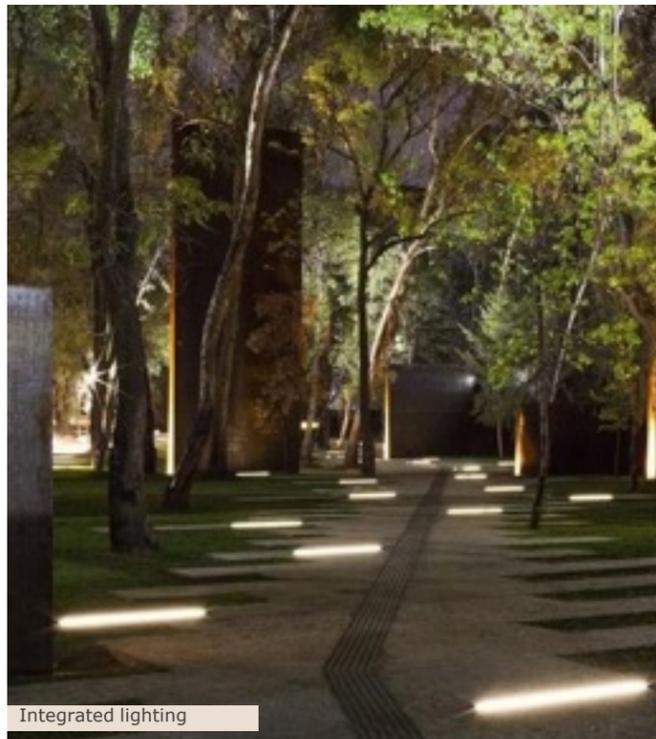
Existing gardens



Special event rentals



Contemplation



Integrated lighting



Living history



Public events

# EDUCATION CENTER

Situated in Alamo Plaza, the Alamo Hall/Annex offers an opportunity to accommodate educational programming, research, and visiting lecturer



## DESIGN GOALS

- A learning space focused on keeping Alamo history alive
- A home for educators, researchers, and fellows to work and study

## OPPORTUNITIES

1. A space for guest lectures
2. Classrooms for both children and adults to study archaeology, conservation, history, etc.
3. A handful of offices for education and living history team
4. An open cubicle workspace for interns and future Alamo Fellows who want to come here to study
5. A small studio that could be used to film pieces for distance learning opportunities





# THE ALAMO

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VISITOR CENTER & MUSEUM

## VISITOR CENTER & MUSEUM PRELIMINARY VISION

The new proposed Visitor Center & Museum presents an opportunity to provide visitors with a more comprehensive picture of the Alamo's historical importance.

While the stirring events of the Battle of the Alamo will be the emotional heart of the visitor experience, the Visitor Center & Museum can address the complete story of the site from the first indigenous inhabitants up through the present day. We envision creating an experience that both engages and informs. We want to provide visitors with a variety of perspectives, capturing stories from all peoples who have been connected to the site.

A central goal of the exhibits will be to provide visitors with a contextual understanding that allows them to better appreciate the significance of this historical site. We want to encourage visitors to explore the grounds with a sense of walking in the footsteps of all those who have come before them: Coahuiltecan peoples and Spanish missionaries, Tejano natives and American settlers, soldiers in Santa Anna's army and Alamo defenders. Our aim is to leave visitors, whether they are local residents or traveling tourists, with a thirst to learn more about the mix of cultures and peoples who have come together to make Texas what it is today.



## VISITOR CENTER & MUSEUM OPPORTUNITY

The renovated Crockett Block provides an ideal location for creating a world-class Visitor Center & Museum that complements the site without intruding on its historic footprint. The entrance to the Center is directly tied to the Plaza, allowing easy orientation for visitors approaching the site from any direction. As with the exterior walls and ramparts outside in the Plaza, distinctive flooring can be used to mark the lines of the

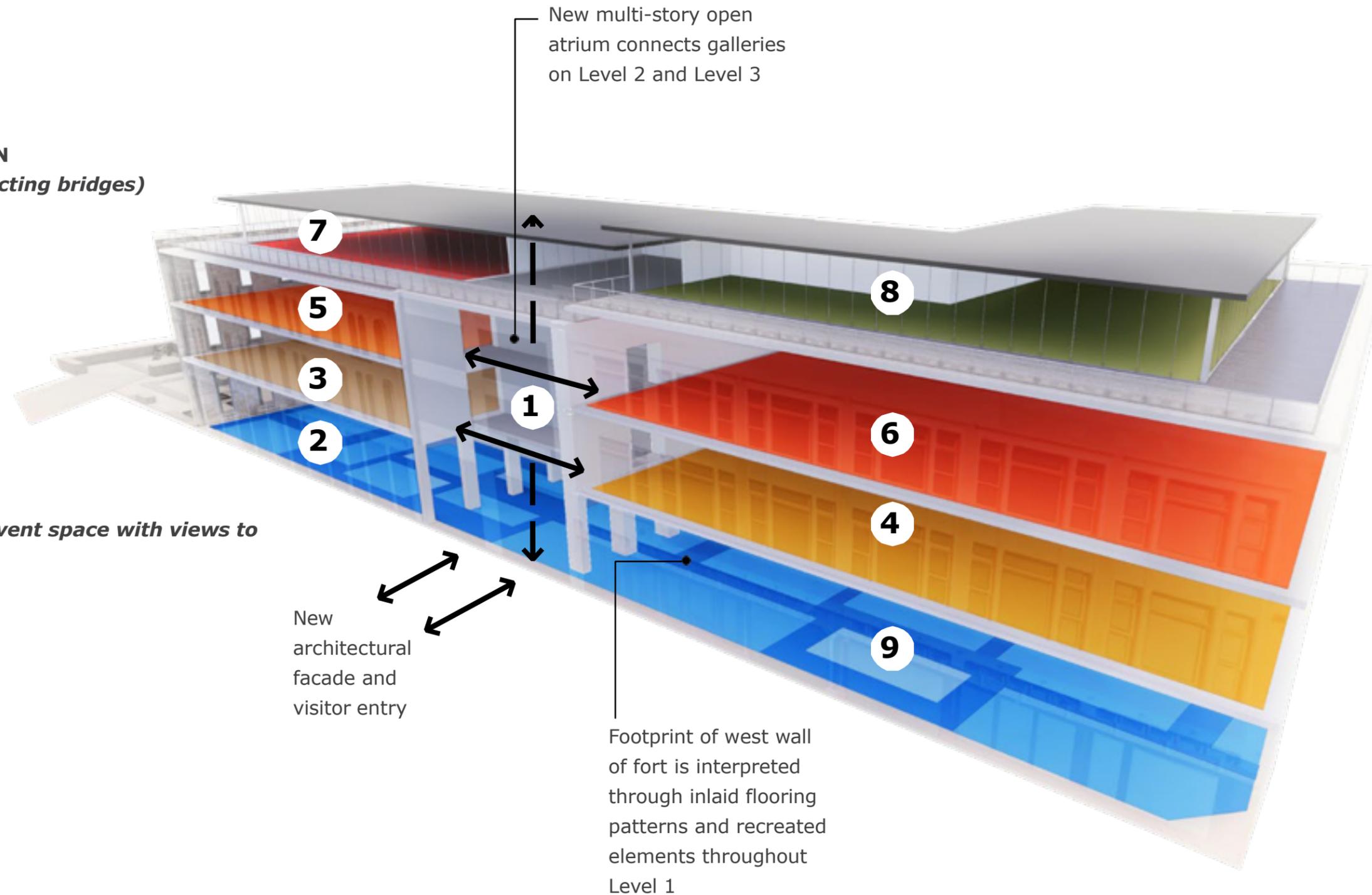
fort's 1836 western wall that runs through the lobby. The exhibit galleries and connecting bridges between floors offer commanding views across the Plaza to the Chapel. Converting the block to a museum will create 32,000 square feet of optimal exhibit space, with additional room for temporary exhibits and traveling shows available in the new Exhibitions Hall and Collections Building as well.



# VISITOR CENTER & MUSEUM

## POSSIBLE OPTION FOR STACKED FLOOR DIAGRAM

- 1 TICKETING AND VERTICAL CIRCULATION  
*(Stairs, elevators, restrooms, and connecting bridges)*
- 2 LOBBY WITH WEST WALL FLOOR INLAY AND 4D THEATER
- 3 CONTACT AND COLONIALISM / MISSION TO FORT
4. REVOLUTION AND INDEPENDENCE
5. BATTLE OF THE ALAMO
6. THE RISE OF TEXAS
7. LASTING SIGNIFICANCE OF THE ALAMO  
*(New construction rooftop gallery and event space with views to site)*
8. ROOFTOP RESTAURANT  
*(New construction with views to site)*
9. RETAIL

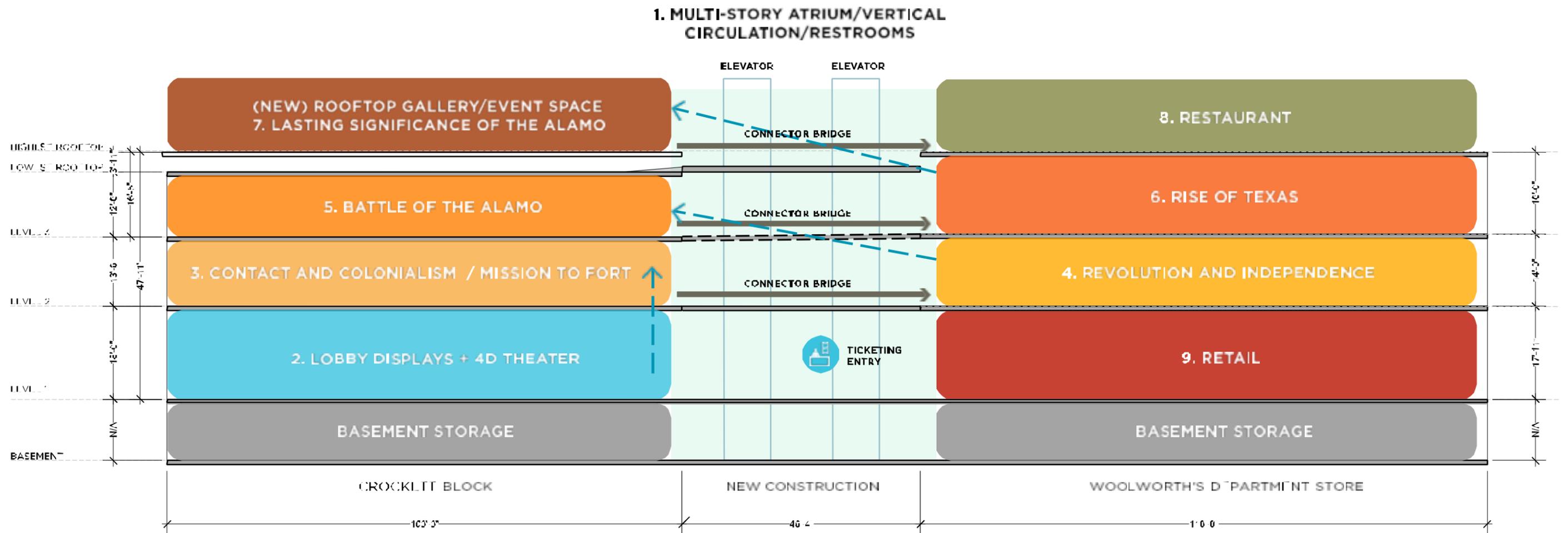


# VISITOR CENTER & MUSEUM

## POTENTIAL VISITOR CIRCULATION PLAN

The Visitor Center & Museum begins in the lobby with introduction and orientation. The lobby could also include a unique 4D theater offering visitors an unforgettable experience that immerses visitors into the sights and sounds of the battle. More traditional exhibit galleries would wind upwards along a chronological history of the site from its earliest inhabitants up through the present day. This approach would create over 30,000 square feet

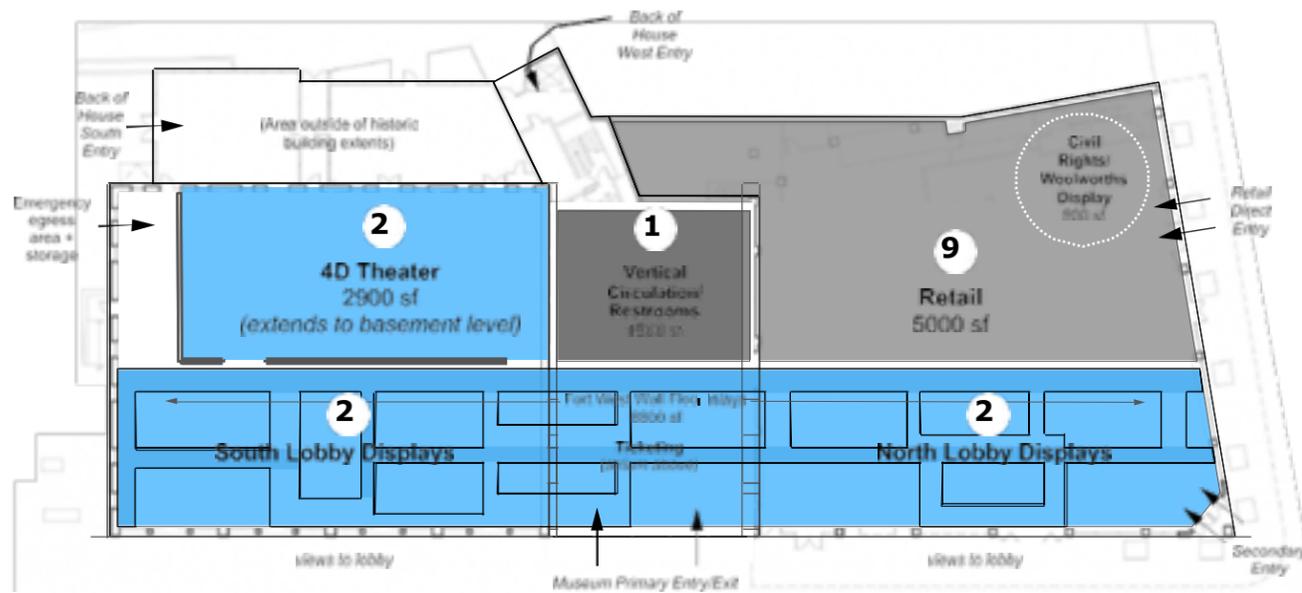
of exhibits that explore the complete story of this historic site, exposing visitors to a wide array of perspectives and accounts reflecting the diversity of peoples that have lived, fought, and died here. Views out to the Plaza from exhibit galleries and connector bridges would enhance connections to the Chapel and other historic buildings, and visitors could end their journey with a stunning rooftop experience that offers an unsurpassed view of the entire site.



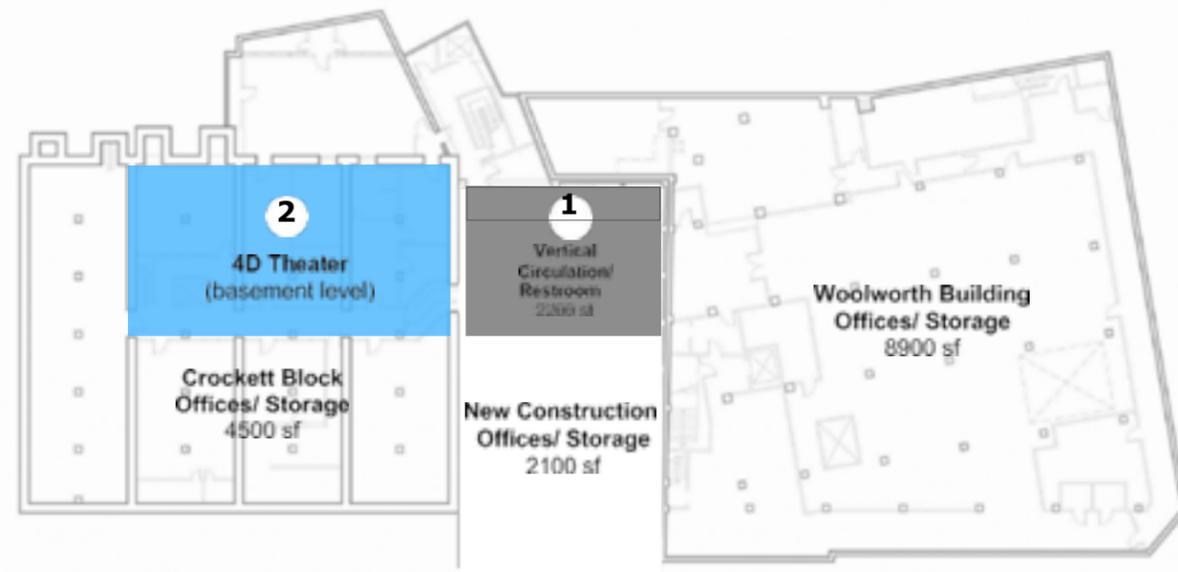
# BUILDING PROGRAMMING

## SQUARE FOOTAGE TOTALS

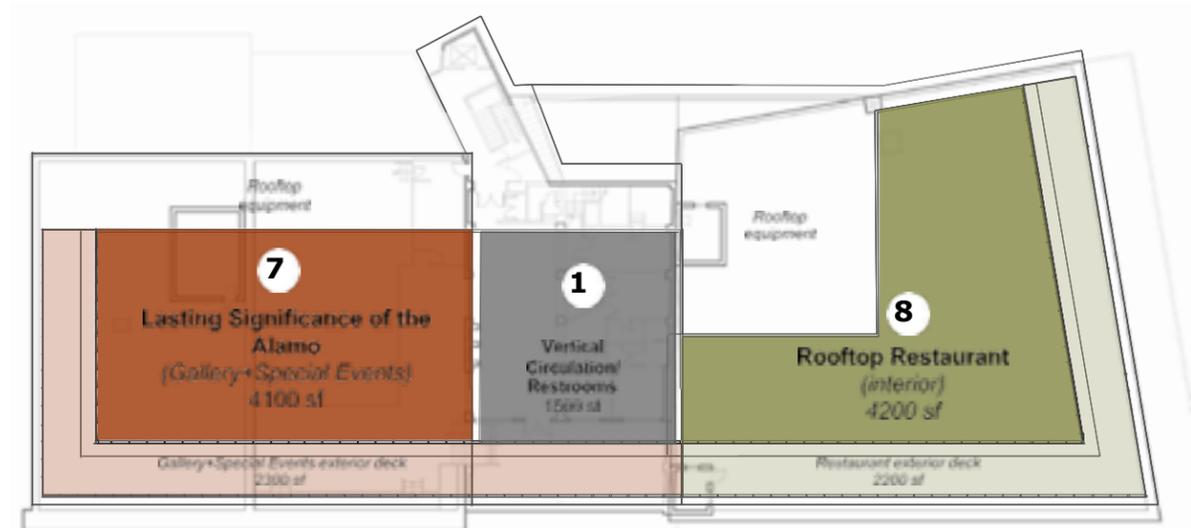
Lobby Displays/Ticketing/West Wall Floor Inlays	<b>8,800 sf</b>
4D Theater	<b>2,900 sf</b>
Museum Galleries	<b>32,400 sf</b>
Rooftop Gallery + Special Event Space	<b>4,100 sf</b>
Exterior Deck	<b>2,300 sf</b>
Rooftop Restaurant	<b>4,200 sf</b>
Exterior Deck	<b>2,200 sf</b>
Vertical Circulation + Restrooms	<b>6,000 sf</b>
Woolworth/Civil Rights Exhibit	<b>800 sf</b>
Retail	<b>5,000 sf</b>
Basement Office/Storage	<b>15,500 sf</b>



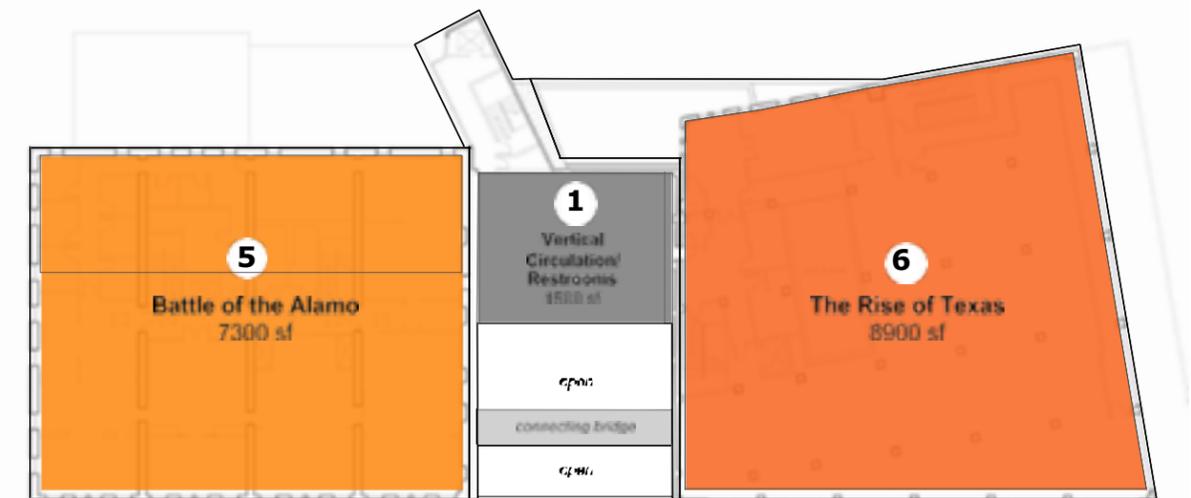
**LEVEL 1**



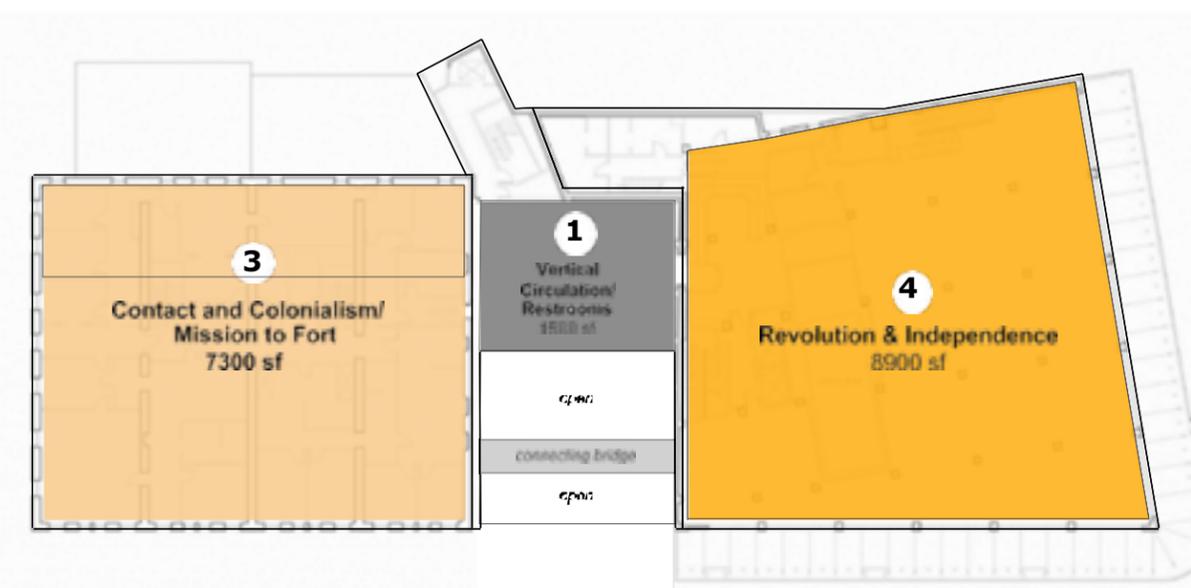
**BASEMENT LEVEL**



**ROOFTOP**



**LEVEL 3**



**LEVEL 2**



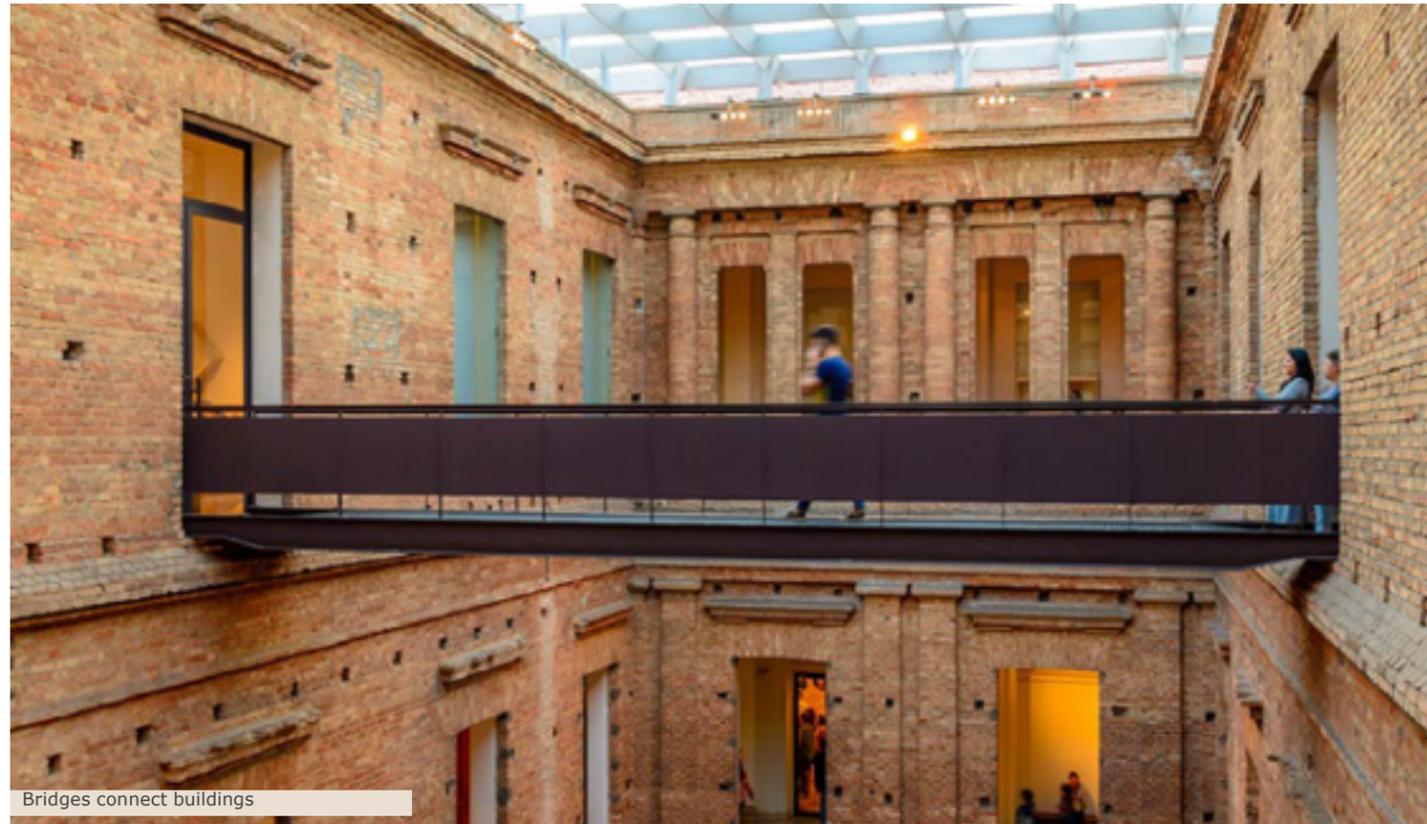
## THE LOBBY

As visitors enter the lobby, a floor treatment continuing from the exterior outlines the western wall of the 1836 fort. Towards the entrance to the 4D theater, the treatment rises from the floor to create a full-scale recreation of the historic walls. An augmented reality overlay adds a layer of interpretation and animation allowing visitors to explore these fortifications as they once existed. Bronze figures representing the site's former inhabitants provide another repeating interpretive element that helps link the Visitor Center & Museum space with the exterior site.



# POTENTIAL LOBBY INTERPRETIVE APPROACHES

The Visitor Center & Museum entry and lobby offers a wonderful opportunity to connect the exterior experiences with the exhibit galleries. Floor treatments outlining the 1836 walls continue inside the building, reinforcing the connection between the Center and the historic site.



Bridges connect buildings



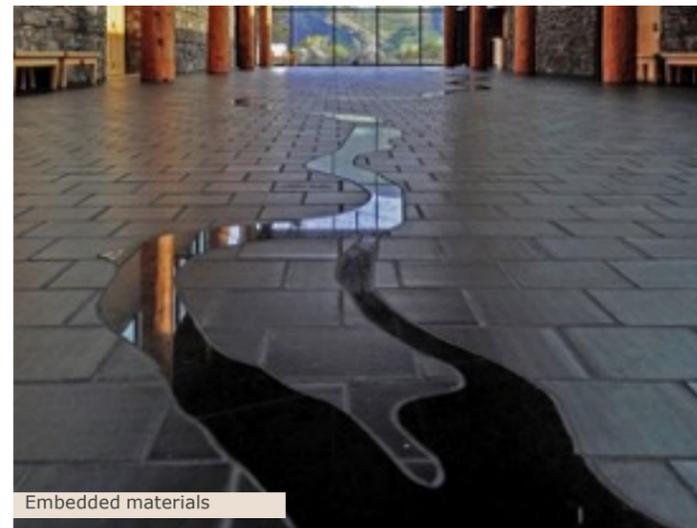
Dramatic entries



Floor interpretation



Bronze Statue



Embedded materials



Large scale maps

## 4D THEATER

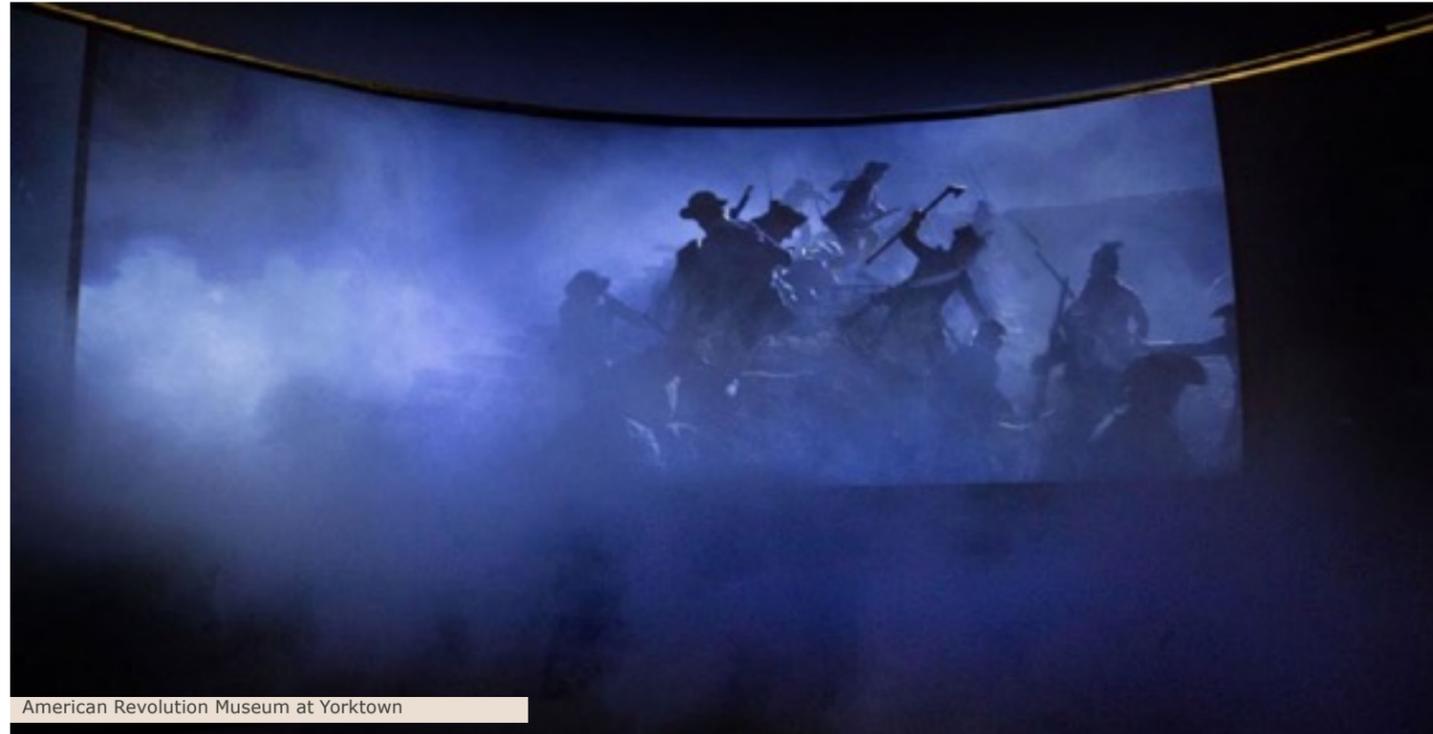
The 4D theater will provide visitors with a unique experience only available at the Visitor Center & Museum. The film will engage all the senses. Visitors will feel the rumble of cannon fire and smell the gunpowder smoke. Three-dimensional scenery elements will provide an additional immersive layer as the coordinated film projection brings visitors into the heart of the battle. A

cavity in front of the screen extending to the basement will allow these elements to change during the film to provide visitors with different perspectives. At one moment they may feel that they are standing on walls, watching the Mexican forces arrive. At another, they may be part of the advancing army, seeing the entrenched defenders in the distance.



# 4D THEATER

Integrated media and architecture create an unforgettable fully immersive experience



American Revolution Museum at Yorktown



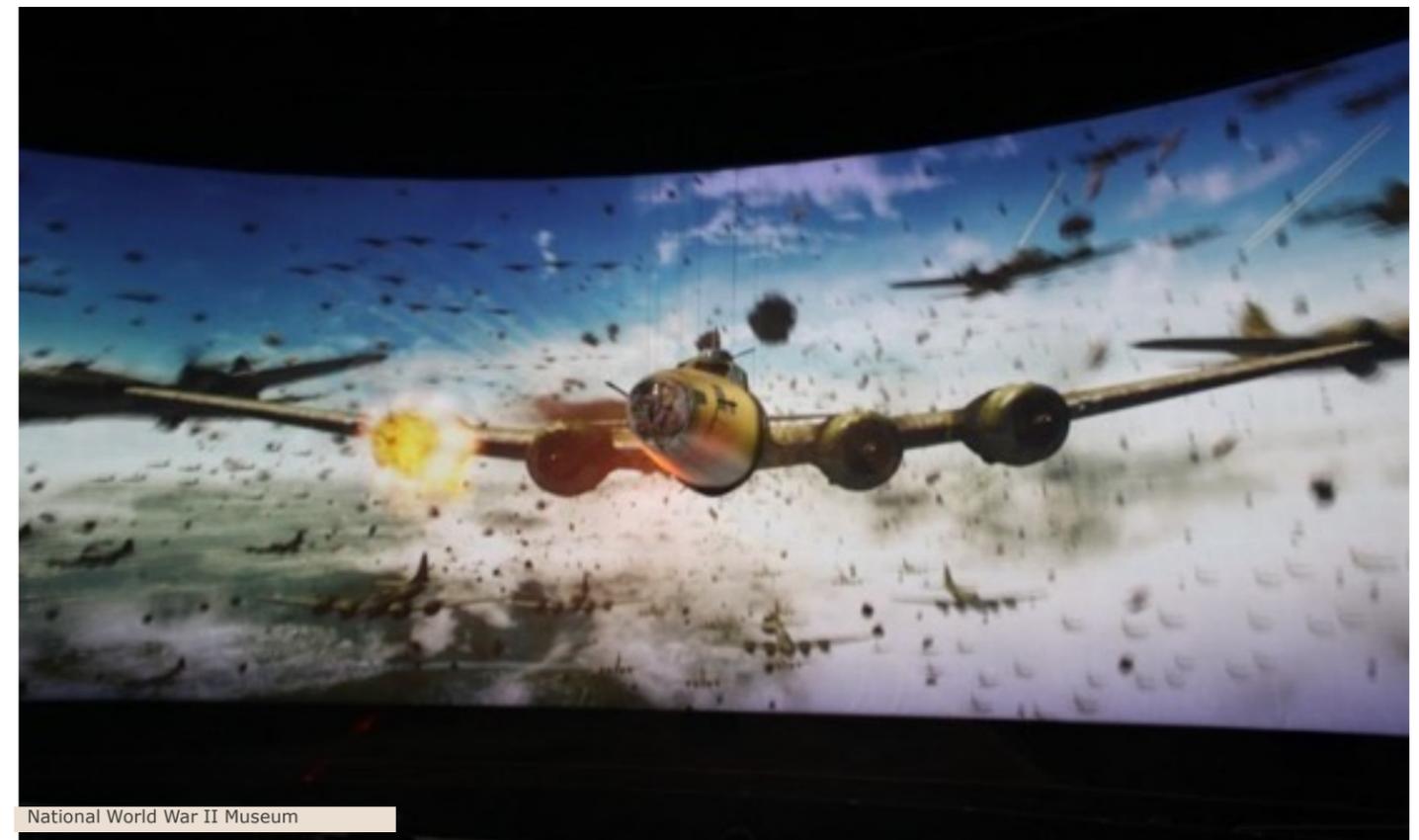
Stage Set—LA Philharmonic



George Washington's Mount Vernon



National World War II Museum



National World War II Museum

# GALLERY 1: CONTACT AND COLONIALISM

## MUSEUM GALLERY

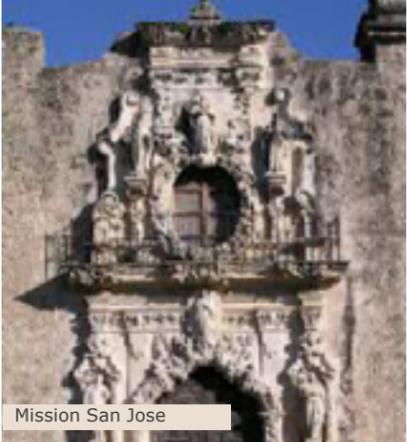
This gallery provides an introduction to the indigenous inhabitants of the site and explores how their life changed with the appearance of the first Spanish explorers and settlers. The exhibits will examine the long story of human activity in the region, emphasizing that its history did not begin with the creation of missions like San Antonio de Valero, although the arrival of Spanish missionaries did begin a pattern of cultural exchange that continues up to the present day.



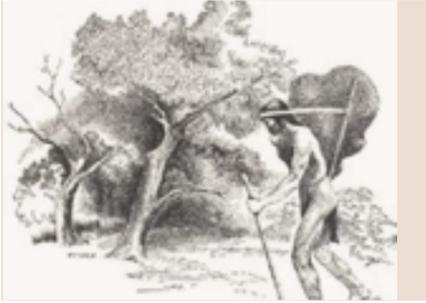
Diverse viewpoints



Individual stories



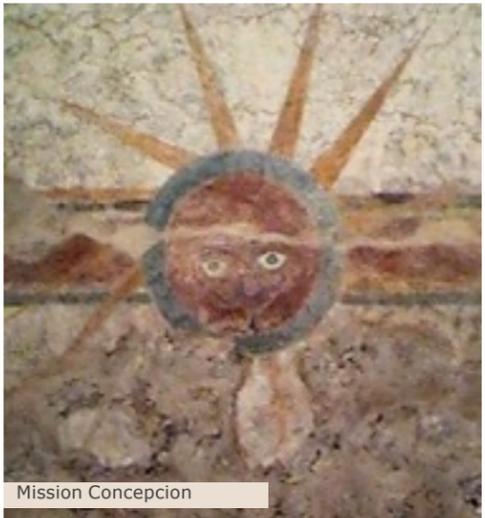
Mission San Jose



Passage through time



Media overlays



Mission Concepcion

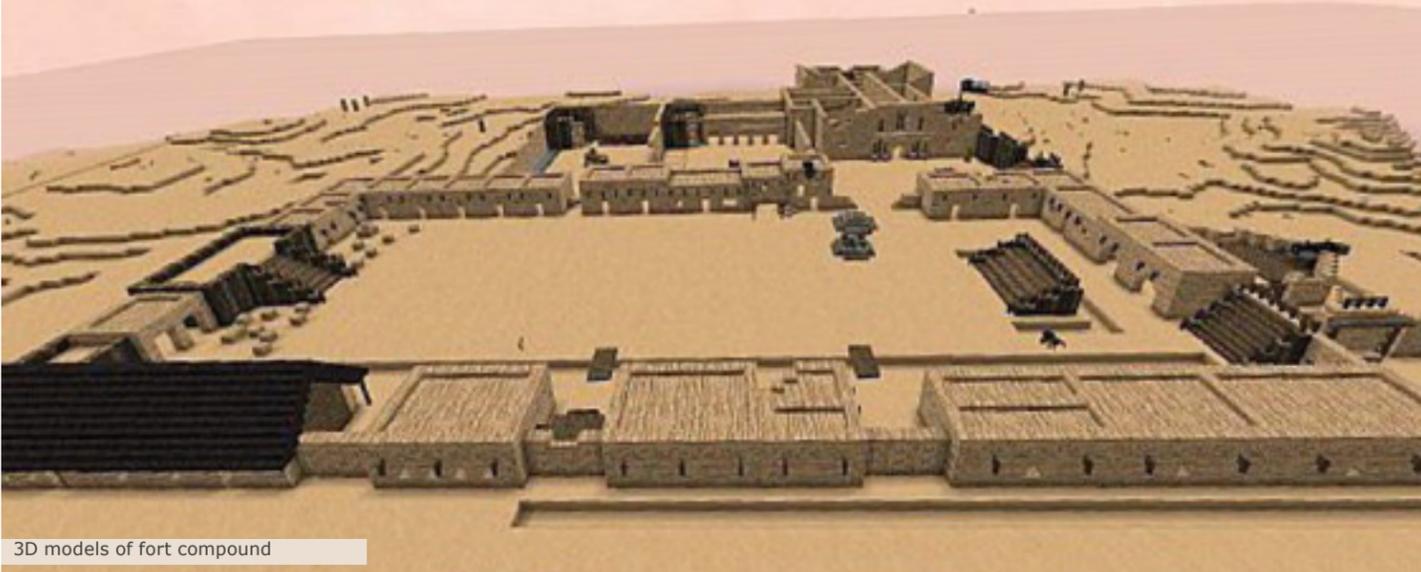


Spanish soldier

# GALLERY 2: FROM MISSION TO FORT

## MUSEUM GALLERY

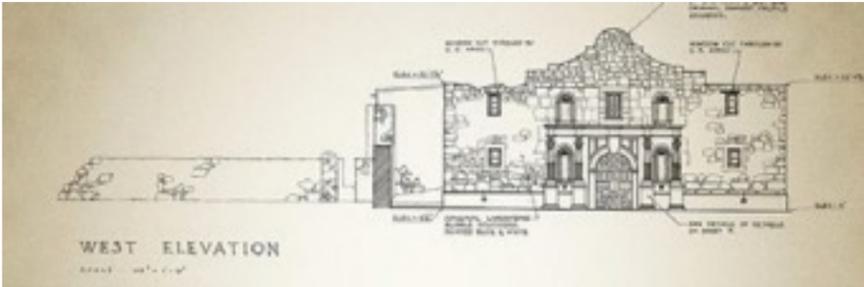
This gallery explores the evolution of the Alamo Mission site throughout the 18th century. The physical transformation of the Mission compound provides a lens for examining the relationship between local inhabitants and the Spanish missionaries and soldiers.



3D models of fort compound



Media-enhanced topography



Physical models



Hololens



Group interactivity

# GALLERY 3: FROM REVOLUTION TO INDEPENDENCE

## MUSEUM GALLERY

Exhibits in this gallery provide a backdrop for the Battle of the Alamo by examining competing visions for Texas that emerged in the first decades of the 19th century. Visitors will explore the perspectives of various groups in the region and understand how the battle represents a far more complex story than American settlers confronting Mexican soldiers.

Other exhibits will examine the site's strategic place within the context of the first phase of the Texas Revolution, including: the early conventions at San Felipe de Austin, the first shots fired at the Battle of Gonzales, victories at Goliad and B exar, and the arrival of new Mexican forces commanded by General Antonio L pez de Santa Anna that crossed into Texas in early 1836.



Santa Anna



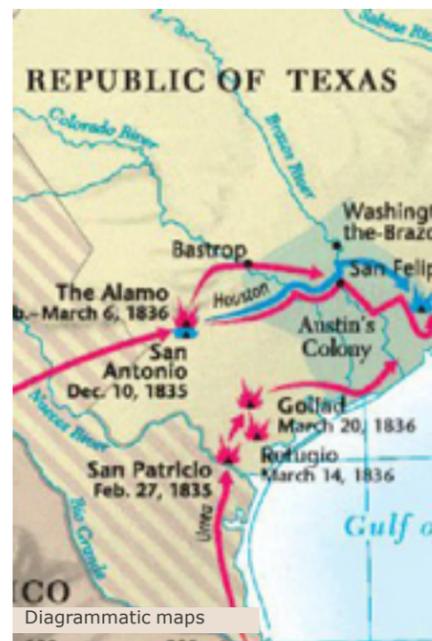
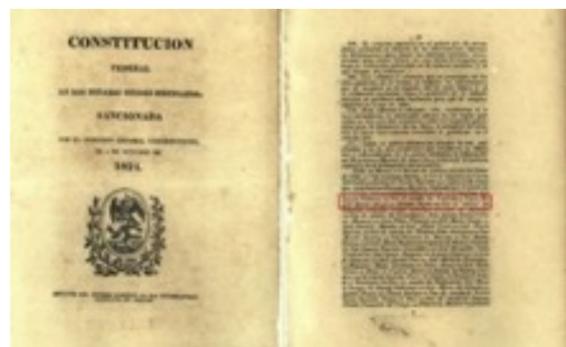
Tejanos



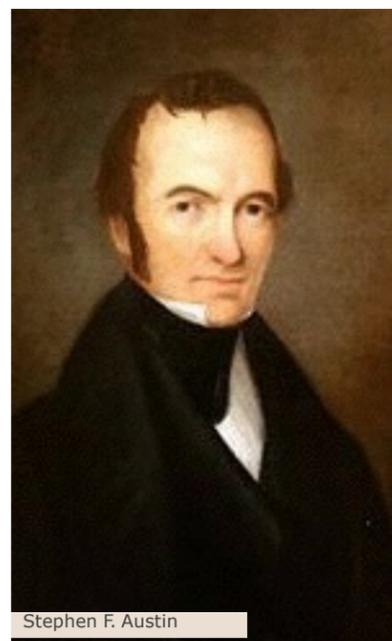
Virtual books



Agustn Viesca



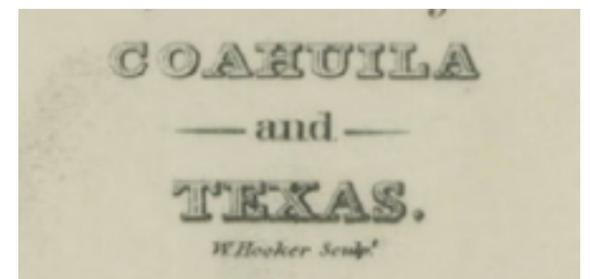
Diagrammatic maps



Stephen F. Austin



Extensive artifact displays



Early Texian settlers

# BATTLE OF THE ALAMO

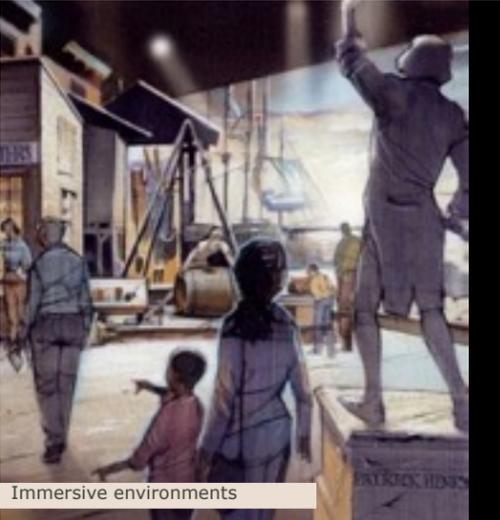
This gallery walks visitors through the stirring events of the battle itself. Visitors can explore and relive key moments of battle through the lens of personal accounts from the individuals involved, including combatants on both sides as well as civilians caught up in the fighting. A large scale interactive map will guide visitors through key events linked to actual locations they can explore in person on the site. Wherever possible, displays of real artifacts will reinforce the sense of authenticity.



# GALLERY 4: BATTLE OF THE ALAMO

## MUSEUM GALLERY

Using a mix of exhibit techniques will cater to differing visitor learning styles, age groups, and interests.



Immersive environments



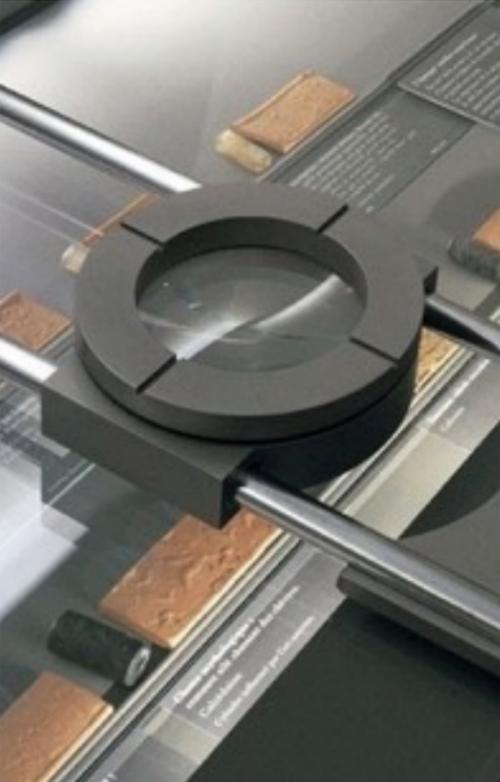
3D interactive displays



Artifacts as storytellers



Balance collections and story



One-of-a-kind artifacts



Enhanced artifact displays

# GALLERY 5: THE RISE OF TEXAS

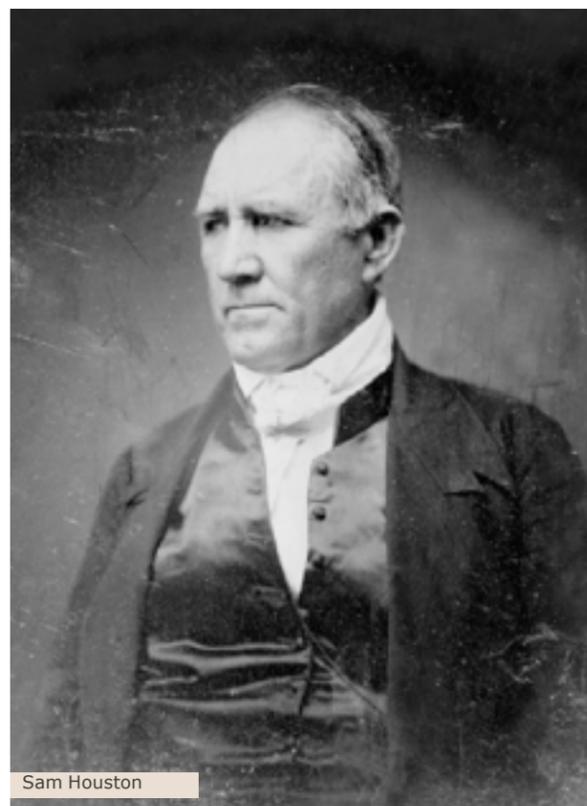
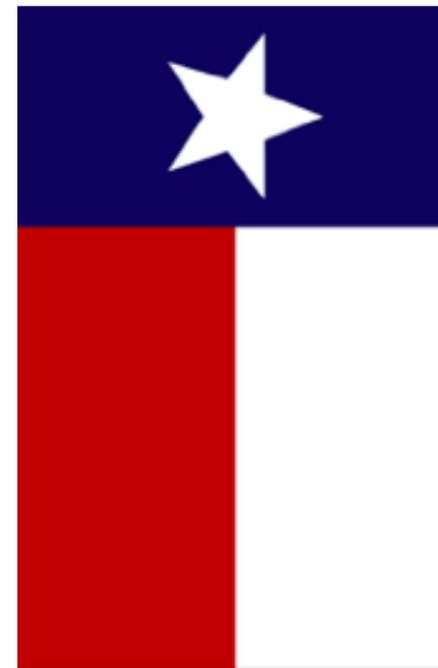
## MUSEUM GALLERY

This gallery explores the aftermath of the battle and its longer-term impact for Texas. Visitors will explore how the Alamo helped rally support for the Texas Revolution, with exhibits examining key events such as: the Texas Declaration of Independence at Washington-on-the-Brazos, defeats at Goliad and Coleto Creek, and the final victory at San Jacinto.

Other exhibits will document the story of the Republic of Texas, the union with the United States, and Texas's role as a gateway to continued westward expansion that helped shape the country as we know it today. Artifacts and personal stories can help illustrate the Alamo's emerging role as a rallying cry and a symbol of Texan identity reflecting American ideals of sacrifice and service in the name of liberty.



Surrender of Santa Anna



Sam Houston



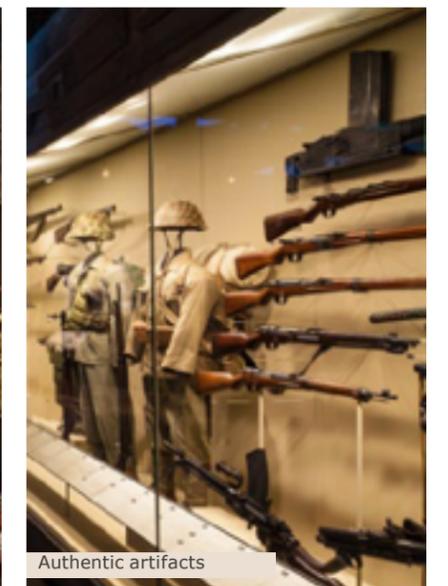
Texas statehood



Battle of San Jacinto



Immersion and media



Authentic artifacts

# LASTING SIGNIFICANCE OF THE ALAMO

## ROOFTOP GALLERY AND EVENT SPACE

The rooftop views from the observation deck offer a unique opportunity to create a truly memorable culminating experience. To the east, visitors can look down towards the Chapel and Long Barrack to gather a comprehensive picture of the Alamo Mission compound and the layout of the perimeter walls. Views to the south highlight the proximity to the San Antonio River, the central importance of water to the Alamo Mission's story, and an opportunity to explore the

site's connections to other historically significant locations. To the north, visitors can see the Cenotaph, the enduring memorial to the spirit of sacrifice shown by the Alamo's defenders. Three-dimensional site models and interactive media displays can provide additional interpretation while still allowing this space to be used for revenue generating activities.



# LASTING SIGNIFICANCE OF THE ALAMO

## ROOFTOP GALLERY AND EVENT SPACE



Historic overlays through time



View from the Observation Tower  
DeYoung Museum, San Francisco



View of Parthenon from Acropolis Museum  
Athens, Greece

**AUGMENTED REALITY**  
The extent of the existing fort hidden by the urban grid can be brought back to life with digital overlays and animations.



Historic overlays through time

# LASTING SIGNIFICANCE OF THE ALAMO

This final gallery connected to the rooftop observation deck provides a culminating experience exploring the long-term significance of the battle. Visitors will see what happened to the site afterwards, its relationship with the growing city of San Antonio, and how it evolved into the communal and reverential space we can see today. Exhibits will also explore how the story of the Alamo became an indelible part of America's cultural

heritage, a symbol of American courage and determination that has made the Alamo one of the world's most recognized and revered landmarks. The gallery will also offer visitors a chance to give voice to their own understanding of the meaning and significance of the Alamo story and why it still resonates with audiences around the world today.



# CIVIL RIGHTS IN SAN ANTONIO

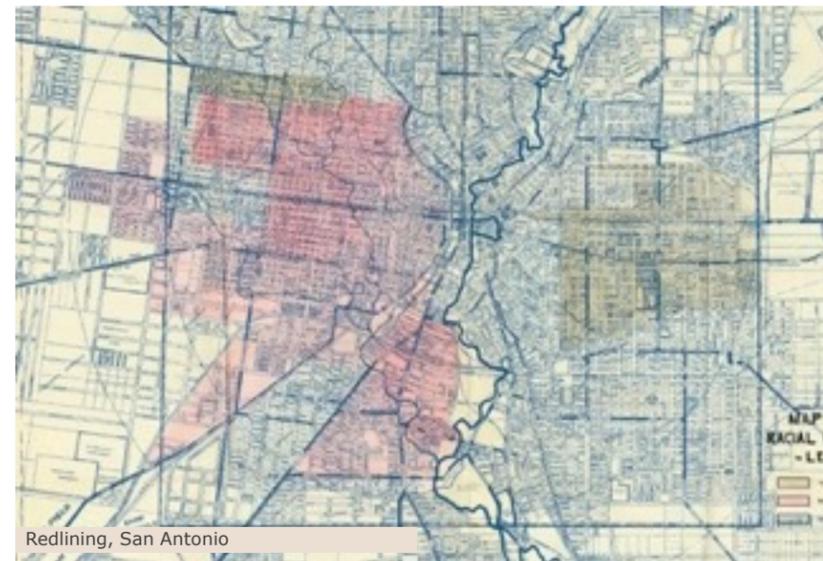
## WOOLWORTH EXHIBIT

The inclusion of the Woolworth building as part of the Visitor Center & Museum complex provides an opportunity to highlight a landmark moment in San Antonio's struggle for civil rights. The 1960 protests targeting lunch counters at Woolworth's and other

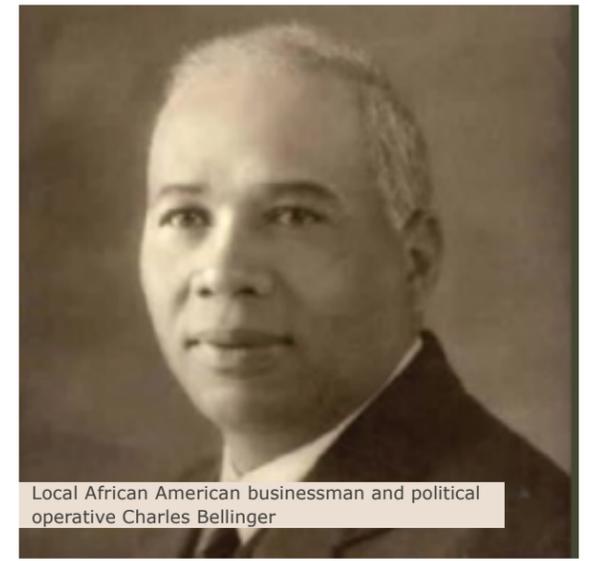
downtown stories marked a key turning point in the city's desegregation movement. Exhibits will explore these events within the context of the larger civil rights movement in the city, throughout the rest of Texas, and across the country as a whole.



Woolworth, San Antonio



Redlining, San Antonio



Local African American businessman and political operative Charles Bellinger



Protest at City Hall on June 12, 1963

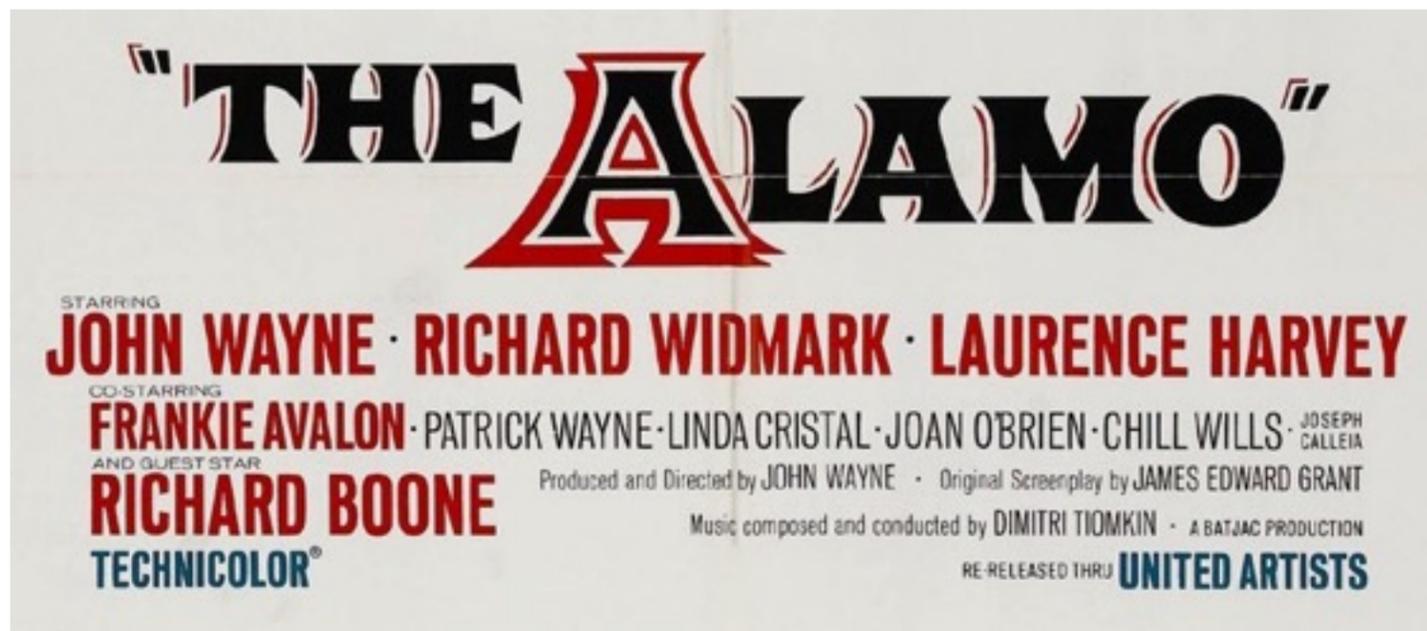
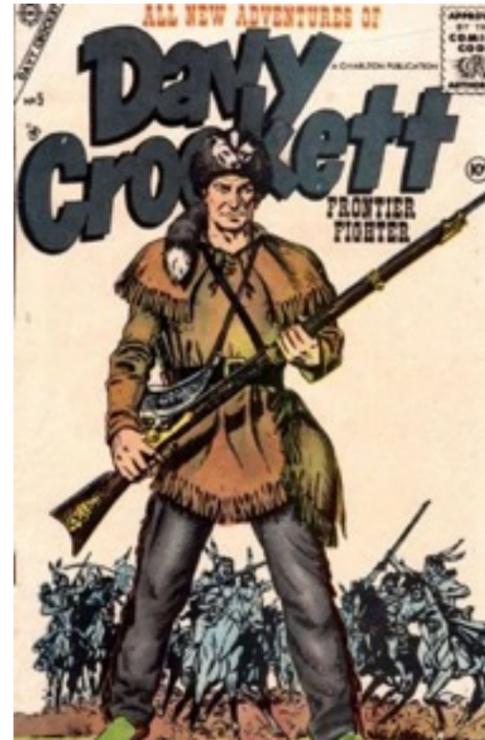
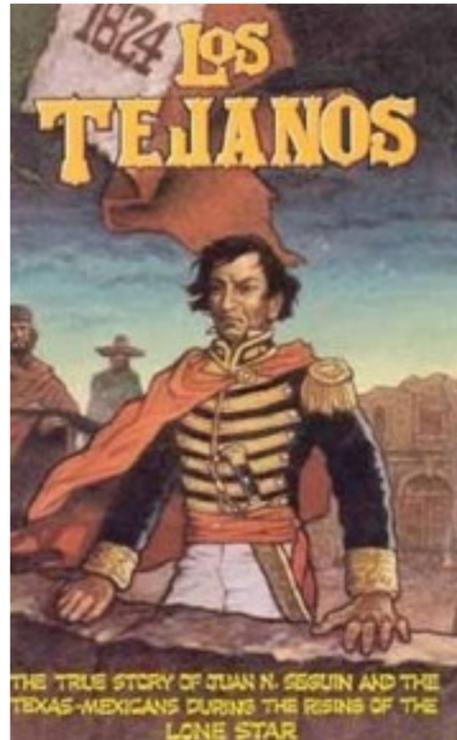


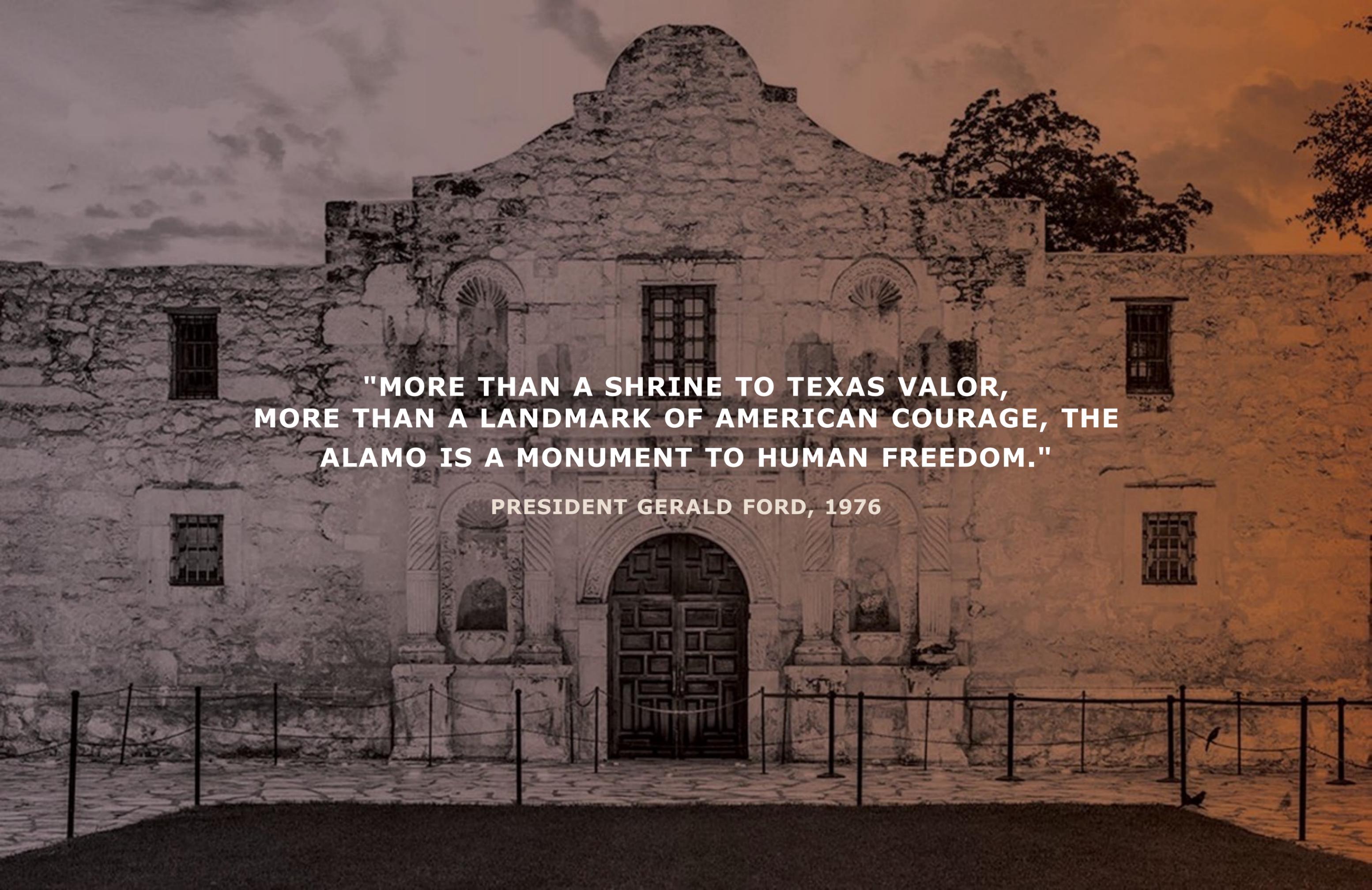
Kress Store on Houston Street

# THEMED GALLERY: ALAMO POPULAR CULTURE

## MUSEUM GALLERY

Since 1836, the Battle of the Alamo has emerged as one of the most recognizable and iconic events in history. The story has been highlighted in Hollywood movies, portrayed in comic books, memorialized on TV, and helped inspire countless toys and games. This themed gallery would allow visitors to explore why the Alamo has become so deeply ingrained in pop culture and how this representation colors our understanding of these events today.





**"MORE THAN A SHRINE TO TEXAS VALOR,  
MORE THAN A LANDMARK OF AMERICAN COURAGE, THE  
ALAMO IS A MONUMENT TO HUMAN FREEDOM."**

**PRESIDENT GERALD FORD, 1976**



# THE ALAMO

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STORY DEVELOPMENT

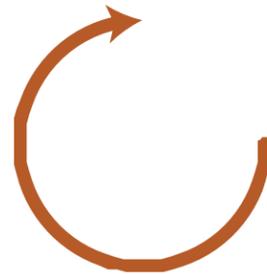
# STORY DEVELOPMENT PROCESS

When developing an exhibit storyline, our aim is to create an engaging experience that speaks to all visitors. Our goal is to inspire visitors by creating a framework that encourages them to explore the story of the Alamo from multiple perspectives and reflect upon its relevance to us today. The Alamo is a significant historical site. But, we want visitors to think about how its story speaks to our present and future as much as it speaks to our past. We strive to include a broad array of stories so that every visitor can see themselves in the exhibits and develop a personal connection to the site and its story.

**To achieve these goals, our process includes a number of key principles:**



**Consider the Audience**



**Follow an Iterative Process**



**Emphasize Collaboration**



**Emphasize Personal Stories**

# STORY DEVELOPMENT PROCESS

## CONSIDER THE AUDIENCE

Our approach to developing an exhibit storyline begins with understanding the audience. It's a visitor-centric philosophy that addresses audience diversity in a number of different ways:

- We try to ensure that the story speaks to **visitors from different cultural, educational, and geographical backgrounds**
- We explore how the experience **engages different visitor learning styles**
- We consider the **different motivations** visitors have for coming to the site
- We examine **a range of different visitor journey models**

# STORY DEVELOPMENT PROCESS

## FOLLOW AN ITERATIVE PROCESS

We place a primacy on story when developing our interpretive approach, but this needs to be done in an iterative way. We develop the storyline through a series of steps that moves from the general to the specific during the course of the project.

- We begin by developing the **larger key messages and takeaways** that form the overarching interpretive framework; key messages that all visitors should get no matter what they do at the site
- In the next phases, we move on to **identify secondary and tertiary messaging** relating to a broader range of topics and themes
- **We alternate between a top-down process** (trying to identify key stories and topics that should be covered) with a **bottom-up process** (identifying and collecting engaging stories or ideas that might change the interpretive approach)
- The development of **content and design go hand-in-hand through** these iterative steps so each side can inform and inspire the other

# STORY DEVELOPMENT PROCESS

## EMPHASIZE COLLABORATION

The most important principle is that the process needs to be done in close collaboration with a outside advisors and stakeholders reflecting a diversity of experiences, perspectives, and viewpoints.

- We need to hear from a **wide array of perspectives** that can help inform our approach
- **Collaboration has to happen throughout the process**, from the initial concepting through the final production
- Our process incorporates key moments where broad review and collaboration is particularly critical to **ensure that our storyline is evolving appropriately**

# STORY DEVELOPMENT PROCESS

## EMPHASIZE PERSONAL STORIES

We look for ways to convey the content through the lens of personal stories. We place a priority on a ground-up storytelling approach that helps foster a personal connection with every visitor.

- We use personal stories to **draw visitors into the storyline on an emotional level**
- We strive to include **a broad array of stories** so that every visitor can see themselves in the exhibits.
- Whenever possible we **allow the historical individuals to speak for themselves**, utilizing available oral histories, letters, and other available documentation



# THE ALAMO

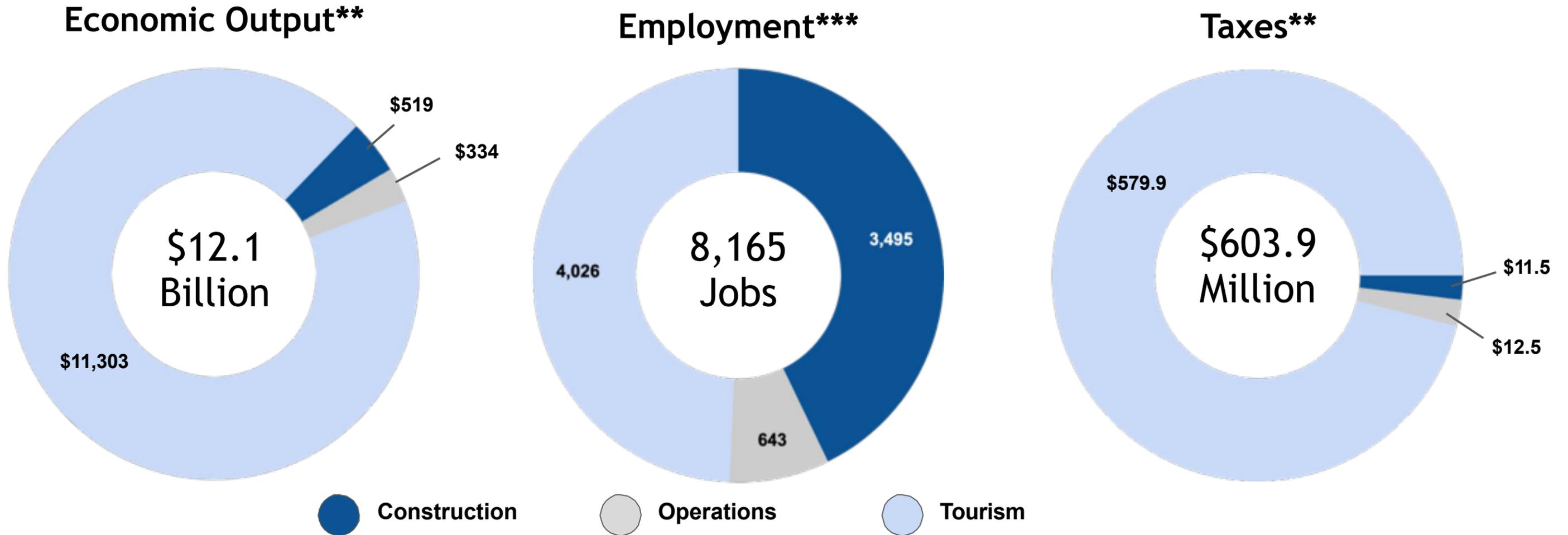
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ECONOMIC IMPACT STUDY

# Headlines - Total Impact\*

DRAFT

From Construction through the first five years of Operations, the proposed Alamo project will generate over \$12 billion in economic benefits, supporting over 8,100 jobs and generating over \$600 million in tax revenues.\*



\*Totals represent Direct, Indirect, and Induced Impacts received by Bexar County, Other counties in Texas, and the State of Texas over 7 years (2yrs for development and 5yrs for operations)

\*\*Amounts in Millions, unless otherwise noted

\*\*\*Figures represent permanent new jobs. Operations and Tourism jobs are created in the 1st year of operations and then continue each year thereafter

## KEY INPUTS/ASSUMPTIONS

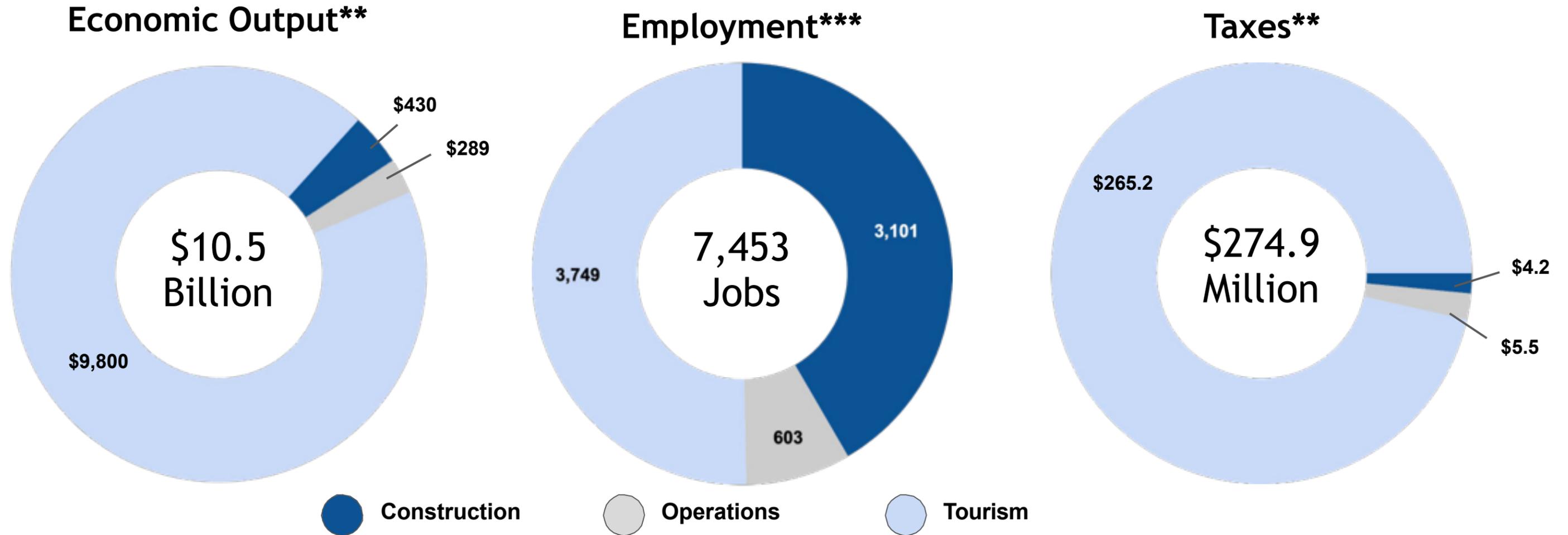
- **Development Budget-Related:** \$259 million total construction = all hard (e.g., materials) and soft (e.g., design) costs associated with improving The Alamo
- **Operating Pro-Forma-Related:** Includes operating revenues (e.g., ticket sales) and the required staffing (full-time equivalents or FTEs) necessary to operate the facilities and programs. Estimated 800,000 annual visitors to new museum and visitor center. Annual operating revenues range from \$19.1 - \$22.3 million. Internal staffing of 205 employees and 234 external employees to cover 3rd-party contracted services (e.g., Retail, Food and Beverage, Private Events). Total annual compensation range from \$8.6 - \$9.25 million
- **Tourism-Related:** Of Alamo's 1.9 million annual visitors 94% (1,833,000) are non-local visitors (38% will be day-trippers and 62% overnight). \$144 of spend for each day visit and \$445/day (Avg. length of stay = 2.55 days = \$1,135 total spend) for each overnight visit. \$11.3 Billion is cumulative impact generated over five years.
- **Employment Related:** Approximately 2/3 jobs are directly created, with the balance created through indirect and induced effects.
- **Taxes-Related:** The total includes approximately \$274.5 million in taxes to Bexar County, \$294.4 million to the State of Texas, and \$35 million to other counties in Texas
- **Economic Impact Assessment Source:** IMPLAN Software System, using a Multi-Regional Input Output (MRIO) Analysis

# Headlines - Total Bexar County Impact\*

DR  
AFT

**DRAFT**

From Construction through the first five years of Operations, the proposed Alamo project will generate over \$10 billion in economic benefits, supporting over 7,400 jobs and generating over \$270 million in tax revenues.\*



\*Totals represent Direct, Indirect, and Induced Impacts received by Bexar County over 7 years (2yrs for development and 5yrs for operations)

\*\*Amounts in Millions, unless otherwise noted

\*\*\*Figures represent permanent new jobs. Operations and Tourism jobs are created in the 1st year of operations and then continue each year thereafter

## KEY INPUTS/ASSUMPTIONS

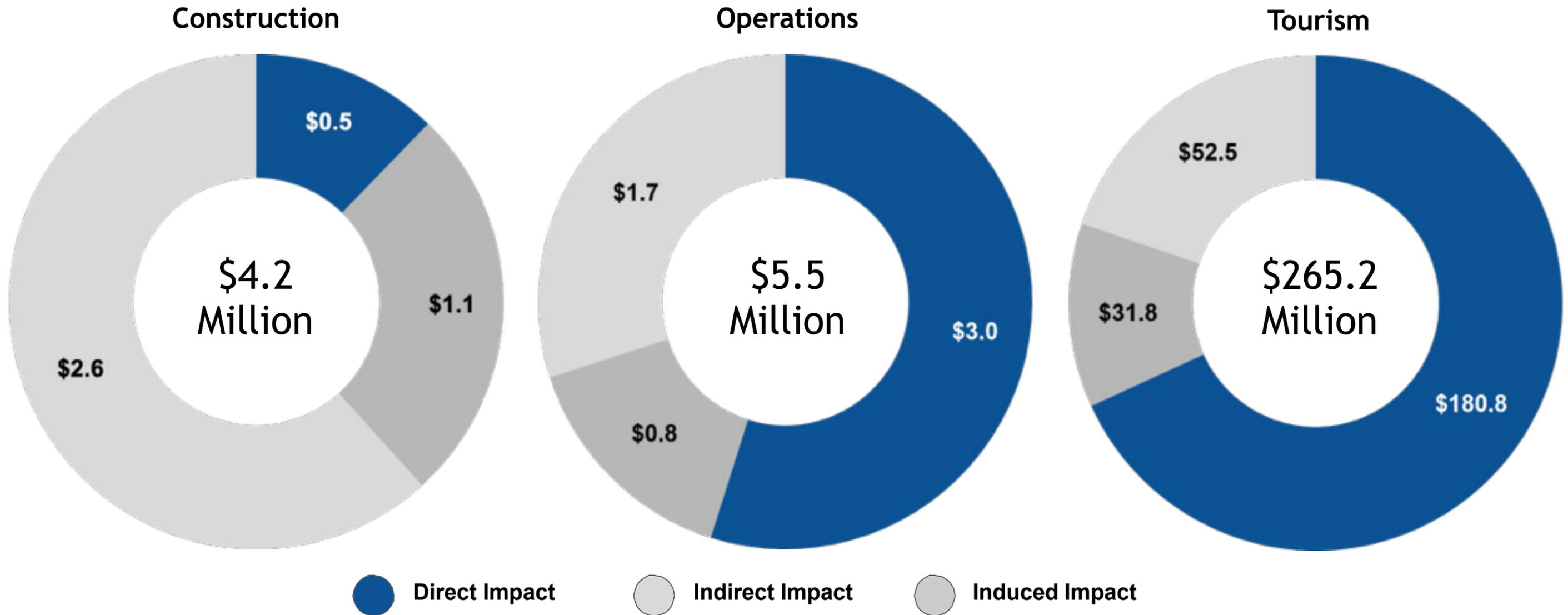
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- **Employment Related:** Approximately 70% of the jobs are directly created, with the balance created through indirect and induced effects.
- **Taxes-Related:** Approximately 96.5% of impacts are generated through tourism, with the balance split between construction and operations
- **Economic Impact Assessment Source:** IMPLAN Software System, using a Multi-Regional Input Output (MRIO) Analysis

# Headlines - Total Bexar County Tax Revenue\*

DR  
AFT

**DRAFT**

A similar tax generation situation exists at the county level as well.



\*Totals represent Direct, Indirect, and Induced Impacts received to and within Bexar County

Taxes include all assessments applied to corporations, individuals, and households (e.g., sales, property, motor vehicle, severance, and social insurance)

## KEY INPUTS/ASSUMPTIONS

Tax Impact results are based on the collected and reported taxes within the region for the given data year

- **Regions:** Tax estimates include those paid to the Texas state government
- **Tourism-Related:** Of Alamo's 1.9 million annual visitors 94% (1,833,000) are non-local visitors (38% will be day-trippers and 62% overnight). \$144 of spend for each day visit and \$445/day (Avg. length of stay = 2.55 days = \$1,135 total spend) for each overnight visit. \$9.8 Billion is cumulative impact generated over five years.
- **Taxes:** Taxes include social insurance taxes, taxes on production & imports (e.g. property, sales, and severance), and personal taxes. Both operations and tourism tax collections occur over five years
- In addition to the state-level taxes, the project will generate approximately \$310 million in revenues at the county level (\$274.5 million to Bexar County)

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# THE ALAMO

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USE OF FUNDS

## **USE OF FUNDS**

Architecture, Design, Management and Operational Costs for the initial 3 phases of the project covering approximately 2 years.