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05 June 2017

Wm. Gene Powell, Chair  
Alamo Master Plan Management Committee  
321 Alamo Plaza, Suite 212  
San Antonio, TX 78205

Re: Alamo Master Plan Synopsis

Dear Mr. Powell:

On behalf of the Master Plan Team, we are respectfully submitting this Synopsis of the Alamo Master Plan.

As you know, the full Master Plan is a voluminous document that has captured the research, analysis, ideas, issues, public feedback and recommendations developed over the course of approximately fourteen months of an intense and highly collaborative effort of the Alamo Master Plan Management Committee and the entire Master Plan team.

This Synopsis focuses on delineating the key issues of the Project. The details are included in the full Master Plan document.

In submitting this Synopsis, we would like to take this opportunity to express our appreciation to the members of the Management Committee, the General Land Office, the City of San Antonio, the Alamo Endowment, all of the stakeholders and all of the members of our Master Plan team for the interest, passion, support, guidance, assistance, hard work and collaboration that were critical in bringing this project to its successful completion.

Should you have any further questions, please do not hesitate to call our office.

Respectfully yours,

Dominique M. Hawkins, AIA, LEED AP, NCARB  
Partner, Managing Principal  
Preservation Design Partnership, LLC

George C. Skarneas, PhD, AIA, FAAPT, NCARB, AICP  
Partner, Planning & Design Director  
Preservation Design Partnership, LLC



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## ACKNOWLEDGEMENTS

A project of this stature and complexity requires the contributions of many individuals and entities. The Project Team would like to acknowledge the following individuals who provided information, feedback, guidance and support critical to the preparation of this Plan.

As well as, **all of the individuals who attended the Public Meetings, expressed their interest and provided their support and comments.**

### Alamo Plaza Master Plan Management Committee

Wm. Gene Powell	Alamo Master Plan Management Committee Chair
Anne Idsal	Chief Clerk/Deputy Land Commissioner, GLO
Kim Barker	Project Manager - Historic Resources Alamo Division, GLO
Ramona Bass	Alamo Endowment Board
Sheryl Sculley	City Manager, City of San Antonio
Roberto C. Treviño, AIA	City Councilman, District 1, City of San Antonio

### Texas General Land Office

George P. Bush	Commissioner
Anne Idsal	Chief Clerk/Deputy Land Commissioner
Kim Barker	Project Manager - Historic Resources Alamo Division
Brittany Eck	Press Secretary
Jeff Gordon	Deputy General Counsel, Office of the General Counsel
Bryan Preston	Director of Communications
Molly Quirk	Deputy Director State Legislative Affairs
Hector Valle	Special Counsel

### City of San Antonio

Ivy Taylor	Mayor
Roberto C. Treviño, AIA	City Councilman, District 1
Sheryl Sculley	City Manager
Lori Houston	Assistant City Manager
Mike Frisbie, P.E.	Director, Transportation & Capital Improvements
Razi Hosseini, P.E.	Assistant Director, Transportation & Capital Improvements
Shanon Shea Miller	Director, Office of Historic Preservation [OHP]
Kay Hindes	City Archeologist, OHP
Colleen Swain	Director, World Heritage
Rhea Roberts	Special Projects Manager, Office of the City Manager

### Alamo Endowment

George P. Bush	Chairman
Hope Andrade	Member
Ramona Bass	Member

Francisco G. Cigarroa, M.D.	Member
James D. Dannenbaum	Member
Red McCombs	Member
Lew Moorman	Member
Nancy Perot	Member
Ambassador Jeanne Phillips	Member
Wm. Gene Powell	Member
Welcome W. Wilson, Jr.	Member
Phil Collins	Honorary Member
Becky Dinnin	Executive Director
Rachel Bell	Executive Assistant

### Texas Historical Commission

John L. Nau, III	Chairman
Mark Wolfe	Executive Director
Mark Denton	Archaeology Program Coordinator
Pat Mercado-Allinger	Archaeology Division Director

### Alamo Complex Management

Becky Dinnin	Interim Director
Mark Adkins	Chief, Alamo Rangers
Pat Caffey	Facilities Manager
Jessica Gonzales	Executive Assistant
Christina Robertson	Senior Advisor for Operations
Pam Rosser	Architectural Conservator
Bruce Winders, PhD	Alamo Historian

### Alamo Advisory Group

José Menéndez	State Senator, District 26
Diego Bernal	State Representative, District 123
Nelson Wolff	Bexar County Judge
Roberto C. Treviño, AIA	Councilman, District 1, City of San Antonio

### Citizens Advisory Group

<i>Tri-Chairs</i>	
Marise McDermott	Witte Museum, President & CEO
Sue Ann Pemberton, FAIA	UTSA Assistant Professor in Practice Architecture - Historic Preservation
Roberto C. Treviño, AIA	City Councilman, District 1

### 1994 Alamo Plaza Study Committee

Howard Peak	Mayor Emeritus
<i>History / Archeology Category</i>	
Ramon J. Vasquez	American Indians in Texas - Spanish Colonial Missions
Dr. Sharon Skrobarcek	Alamo Mission Chapter, Daughters of the Republic of Texas
<i>State of Texas Designee</i>	
Father David Garcia	Old Spanish Missions
L. Aaron Peña, Jr.	Texas GLO
Mark Wolfe	Texas Historical Commission, Executive Director

### Federal Government Designee

Mardi Arce	San Antonio Missions National Historic Park
<i>Private Property Owner</i>	
Frank Z. Ruttenberg	Haynes and Boone
<i>Tourism Designee</i>	
Davis Phillips	Phillips Entertainment Co.
<i>Council Appointees</i>	
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Anthony Edwards	District 2
Patricia Mejia	District 3
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Gabe Farias	District 5
Rudi Rodriguez	District 6
Ed Torres	District 7
Boone Powell, FAIA	District 8
Bill Brendel	District 9
Jack Judson	District 10

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Kelli Larsen Epp	Public Affairs Director
Rachel Trevino Pinner	Account Supervisor

### Broaddus & Associates

James A. Broaddus, PhD	President and Founder
Greg Hughes, AIA	Managing Principal of Planning

### San Antonio Conservation Society

Janet Dietel	President
Vincent L. Michael, PhD	Executive Director

### National Parks Service: San Antonio Missions National Historic Park

Mardi Arce	Superintendent, San Antonio Missions National Historic Park
Susan Snow	World Heritage, Coordinator/Archaeologist

### American Indians in Texas – Spanish Colonial Missions

Ramon J. Vasquez	Executive Director
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### The Rivard Report

Robert Rivard	Director
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### The San Antonio Express-News

The SAEN Editorial Board	
Scott Huddleston	Reporter

### San Antonio Business Journal

The SABJ Editorial Board	
Scott Bailey	Reporter



Mayor Ivy R. Taylor and Council Member Rebecca J. Viagran, during the June 29, 2016, Public Meeting.



Alamo Plaza Master Plan Management Committee Chairman Gene Powell presents to the San Antonio Mayor, City Council, and public on June 29, 2016.



Members of the public attending the Public Meeting on November 1, 2016.







Figure 1 - 1: Aerial view of the Alamo Master Plan Study Area, 2016 [Bing]

## INTRODUCTION

The Alamo, known formally as Mission San Antonio de Valero, is one of the most recognized and most visited historic sites in the State of Texas.

There is evidence that the site was inhabited by Native Americans for thousands of years prior to the arrival of the Catholic Church in the early 1700s and the development of the five San Antonio missions by the Spanish crown to solidify and protect the northern territories of New Spain, a portion of which is now Texas.

Today, the site is known around the world as the Alamo, where the renowned Battle was fought in 1836. Dozens of books have been written and epic movies produced about this pivotal event focusing on specific aspects, from the ultimate sacrifice of the defenders, to the values they fought for, and to the global significance of how the Texas Revolution ultimately shaped the geopolitical structure of the Americas. However, today there is still a significant void in our knowledge of all the historic dimensions of this remarkable place, connecting all historic periods, from the pre-Colonial era to the present time when the battlefield sits in the heart of a thriving downtown city.

Since the destruction of the fort's walls in 1836, the battlefield site has lost its clarity, reverence and dignity. Physical changes over time have obscured the true nature, organization and structure of the historic mission. This is due to the evolution of the City of San Antonio as it layered pavement and activities over the mission footprint.

Over the last few decades, several attempts have been made to address the myriad of issues associated with this world-renowned site; however, there has been no meaningful progress.

On October 14, 2015, the General Land Office, as the State's overseer of the Alamo Complex; the City of San Antonio, as the owner of Alamo Plaza and the surrounding public domain; and private philanthropy forged an unprecedented partnership to create a new vision for the future and raise the necessary funds for its implementation.

In October 2015, the Alamo Master Plan Management Committee [AMPMC] was formed and tasked with the responsibility of developing this new vision. The Committee was comprised of the following individuals:

- Wm. Gene Powell, Chair of the Committee and Member of the Alamo Endowment Board
- Anne Idsal, Chief Clerk, Deputy Commissioner, General Land Office
- Kim Barker, Project Manager, Historic Resources / Alamo Division, General Land Office
- Ramona Bass, Alamo Endowment Board
- Sheryl Sculley, City Manager, City of San Antonio

- Roberto C. Treviño, AIA, City Councilman, District 1, City of San Antonio

The Committee, assisted by Broaddus & Associates, embarked on a 20-month effort to:

- Develop a Scope of Work
- Identify potential candidates from several of the areas typically associated with a project of this type, such as heritage planning and design, historic preservation, urban design, history, archaeology, exhibit planning and design, architecture and engineering
- Issue a Solicitation
- Shortlist, interview and select the lead individual [Thought Leader]
- Guide in the creation of the entire Project Team and
- Manage the Master Planning process.

Over 250 names were considered and the Committee issued the Solicitation to seventeen entities. Nine firms accepted the Solicitation and agreed to participate in the selection process. From the shortlisted firms, six were chosen to continue as finalists in the selection process, and invited to interview and provide oral presentations.

On March 31, 2016, the Committee selected **Preservation Design Partnership, LLC** with George C. Skarmas as the Thought Leader. In a collaborative agreement with the Committee, the core team was organized to include:

- Preservation Design Partnership, LLC, Philadelphia, PA
- Fisher Heck Architects, San Antonio, TX
- Grupo de Diseño Urbano S.C., Mexico City, Mexico
- Rialto Studio, Inc., San Antonio, TX
- Heritage Landscapes, LLC, Charlotte, VT.

The efforts of the Alamo Master Plan Management Committee benefited from and continued the work that the Alamo Plaza Advisory Committee [APAC] produced over the course of 22 months [March 2014 – December 2015] and which became an integral part of the Alamo Master Plan Solicitation and the overall master planning effort.

The APAC is a 21-member group appointed by the City of San Antonio and composed of a wide range of stakeholders ranging from design professionals to business owners, chaired by District 1 City Councilman Roberto Treviño, Witte Museum President and CEO Marise McDermott and San Antonio Conservation Society Past-President Sue Ann Pemberton.

In December 2015, the APAC produced a document that included a **Vision** statement, **Guiding Principles** and **Themes**. [The document in its entirety is included in Appendix C].

The AMPMC enhanced the Vision Statement and the Guiding Principles and incorporated it in the Solicitation.

The Master Plan Team received the Notice to Proceed on **April 5, 2016**. For approximately 14 months, the AMPMC and the Project Team worked collaboratively, meeting weekly to advance the project. During this period, over 100 public and stakeholder meetings and briefings were held to receive feedback and input. [Appendix D is a list of such meetings].

On May 6, 2017, the voters of San Antonio supported a Bond Issue to allocate \$21.036 Million in support of the Alamo. On May 11, 2017, in a unanimous vote, [11-0] the San Antonio City Council approved the Master Plan. On May 27, 2017, the Texas Legislature authorized \$75 million for the implementation of the Master Plan.



Figure 1 - 2: The Church, 2016 [Texas General Land Office]





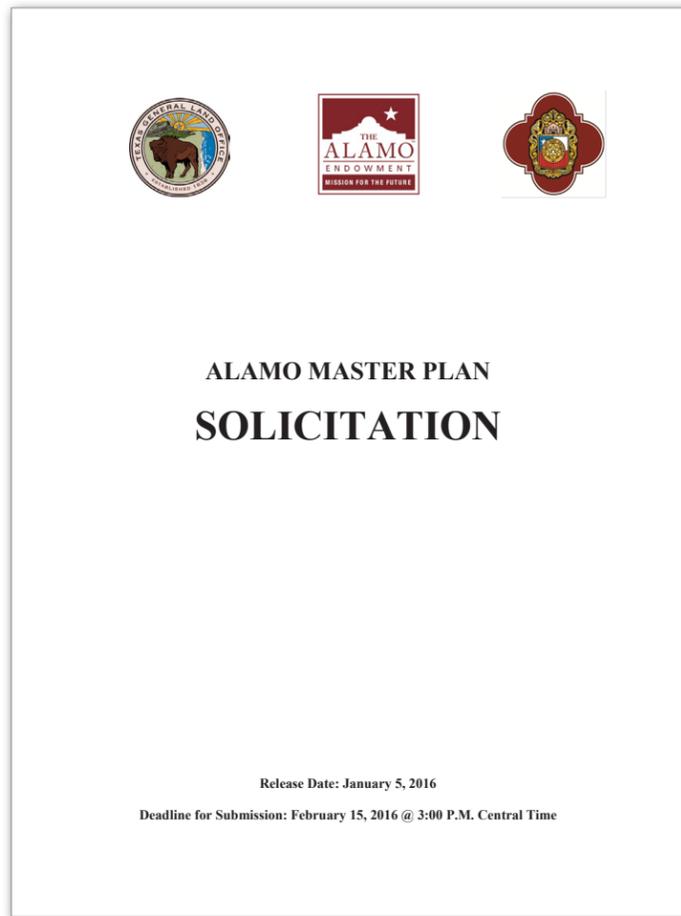


Figure 2 - 1: Cover of the Alamo Master Plan Solicitation

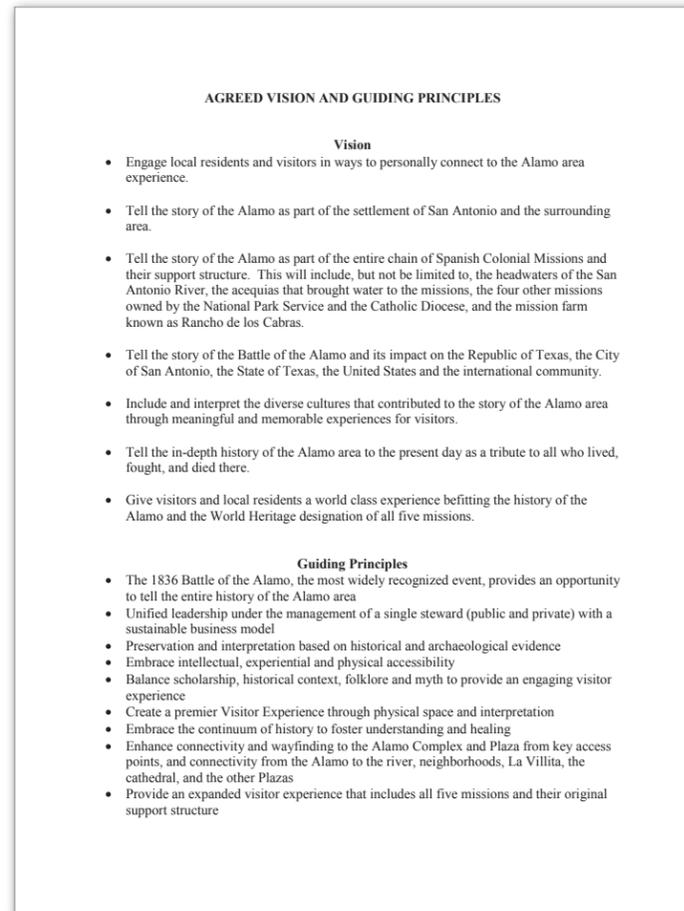


Figure 2 - 2: The Vision and Guiding Principles as presented in the Alamo Master Plan Solicitation.

## THE GOALS OF THE MASTER PLAN

The Alamo Master Plan Solicitation clearly delineated the Agreed Vision and Guiding Principles that were based on the work of the Alamo Plaza Advisory Committee [APAC]. These were further emphasized by the Alamo Master Plan Management Committee [AMPMC].

Using the Agreed Vision and the Guiding Principles, and working collaboratively with the Management Committee, the Master Plan Team identified the following goals for the Master Plan:

### 1. Restore the Dignity and the Reverence of the Site:

Over the course of the years, this historic site has lost its dignity and reverence. The Master Plan should aim at restoring dignity and reverence, paying especial respect to the lives sacrificed for independence and self-determination.

### 2. Bring Clarity and Protect Integrity and Authenticity:

Changes over time, albeit most well intended, have compromised the integrity and authenticity of this historic mission site and have fostered confusion. Today, the average visitor does not understand where the historic mission site was, how it was connected to the other four missions, how life at the mission was organized internally and externally, what has been lost, and most importantly, what still exists to be recaptured.

### 3. Evidenced-Based Approach:

The Vision for the future should be based on scientific research, archaeological and architectural evidence, and accurate and verified historic documentation.

### 4. Layers of History:

There are multiple layers of history:

- In three dimensions,
- Across time, and
- Across multiple cultures

While the 1836 Battle of the Alamo is the seminal event that shaped the world as we know it today, all the layers of history at the site played a significant role - from its pre-history, through the period leading up to the thirteen days of the battle, to the significant events since then.

All of these layers of history need to be understood and presented with clarity.

### 5. Context and Connectivity:

The Alamo is one of five missions constructed over a relatively short period of time and in close proximity, within seven miles of each other. It is also an integral part of historic San Antonio, with multi-dimensional connections, both historic and physical, to San Fernando Cathedral, the Presidio, La Villita, the San Antonio River, the system of

Acequias and several other landmarks, places and historic sites.

The Master Plan should enhance connectivity both physically and contextually.

### 6. Memorable Experience[s] for both Visitors and Residents of San Antonio:

The Master Plan should aim at creating memorable experiences for both visitors and residents alike, building on the greatness of the past to create a dignified, self-sustaining future for generations to come.

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## HISTORIC, CULTURAL & ARCHITECTURAL SIGNIFICANCE

### OVERVIEW

The significance of the Alamo is found within the multiple layers of more than 300 years of history:

#### Mission San Antonio de Valero

- The mission was founded on the site in 1724 by missionaries sent by the Spanish Crown. It is the third location of the mission.
- The Church, Long Barrack, and walled compound reached a peak of development in 1772, although the Church remained unfinished.

#### The Alamo

- Following the pivotal Battle of 1836, the mission compound was left in ruins. The Church walls were damaged and sections of the Long Barrack and the compound walls were destroyed.
- The U.S. Army repaired and completed the Church with the iconic west facade known today.

#### The Alamo Today

- The urban infrastructure of San Antonio developed around the Alamo site beginning in the middle of the 19th century. As the last remaining sections of the original compound were removed, the encroaching new construction caused the site to lose its historic context.
- Archaeology has confirmed that areas of the historic living surface and other physical evidence can be found below the contemporary living surface.

#### ALAMO HISTORIC DESIGNATIONS:

1960	Alamo National Historic Landmark
1962	Recorded Texas Historic Landmark
1966	Listed on the National Register of Historic Places
1974	Local Landmark [City of San Antonio]
1974	Alamo Plaza Historic District [City of San Antonio]
1977	Alamo Plaza Historic District [National]
1983	Texas State Antiquities Landmark
2015	UNESCO World Heritage Site [San Antonio Missions]

#### OTHER RELEVANT DATES:

1936	Historic American Buildings Survey
1961	Historic American Buildings Survey update

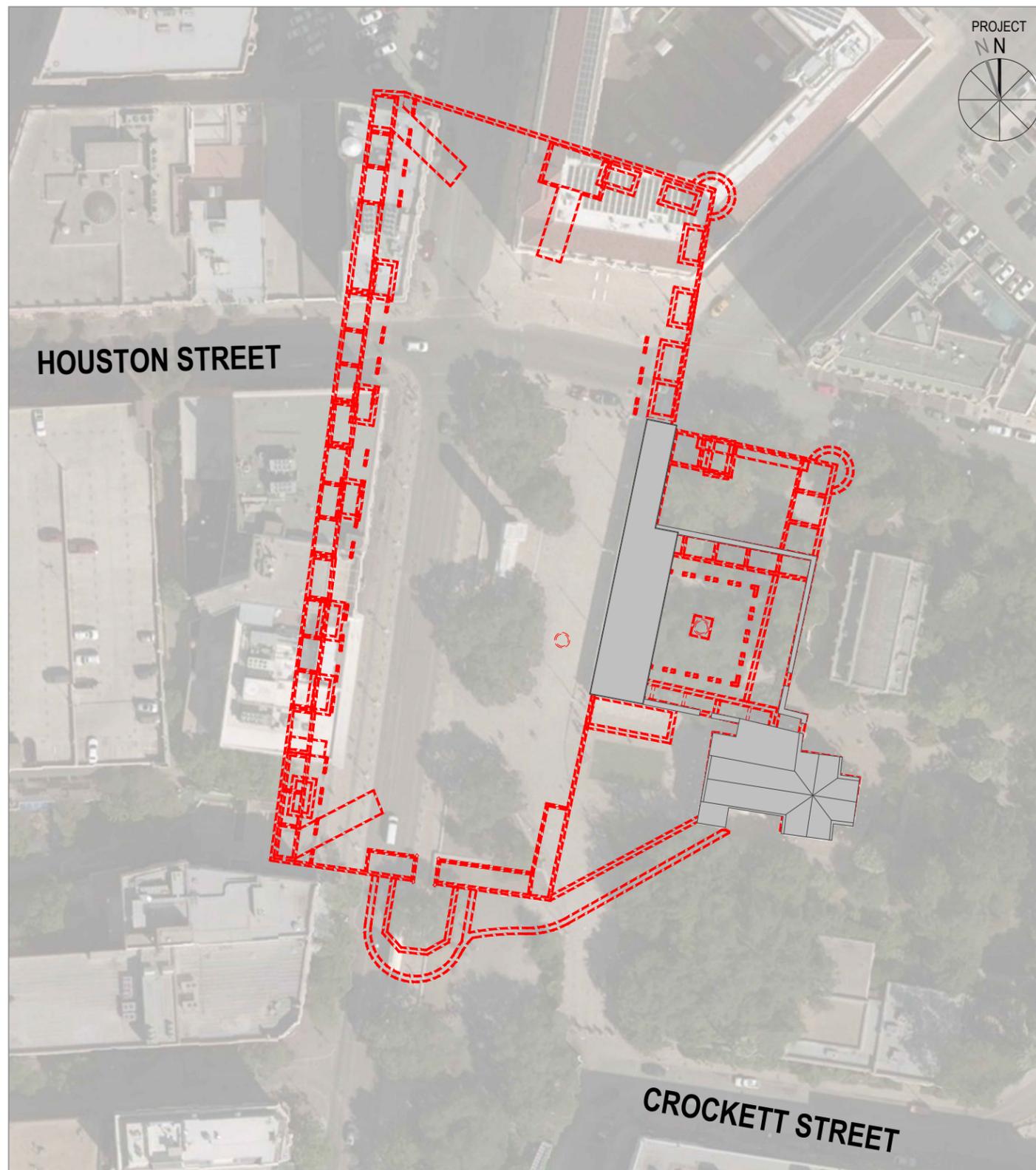


Figure 3 - 1: Aerial view of the Alamo site in 2016 with the historic mission footprint.

## KEY DIMENSIONS:

### LOCAL SIGNIFICANCE

Alamo / Alamo Plaza is an individually listed historic **CoSA Landmark** [1974] with the designation of “Historic Exceptional.”

**Alamo Plaza Historic District** [1975] includes the Church, Long Barrack, public plaza, the 1936 garden and surrounding historic 19th and 20th century commercial buildings [Figure 3 - 2].

The Alamo is within a **River Improvement Overlay District** [RIO-3], the **Alamo Viewshed Protection District**, and the “**D**” **Downtown Zoning District**.

- The Alamo is significant to the City of San Antonio as a historic monument, public site, and community gathering place.
- The Alamo contributes to the urban fabric of the City of San Antonio, and has been a major commercial district since the mid-19th century.

### STATE SIGNIFICANCE

The Alamo is a **Recorded Texas Historic Landmark** [1962] and a **State Antiquities Landmark** [1983].

### NATIONAL SIGNIFICANCE

The Alamo was one of the earliest American sites to be listed as a **National Historic Landmark** [1960]. This designation was conferred prior to the legislation signed in 1966 for the National Historic Preservation Act, which established the National Register of Historic Places. Prior to 1966, the Antiquities Act of 1906 was the governing legislation providing the President of the United States the authority to designate national landmarks. The Alamo was part of a group of sites included in the NPS’s Mission 66 program, that prioritized national landmark listings starting in 1956 and through the 10 years that led up the 50th anniversary of the National Park Service. The Alamo was formally listed on the National Register of Historic Places in 1966.

**Alamo Plaza Historic District** was designated in 1977. The boundary is roughly defined by South Broadway Street on the west, Commerce Street on the south, Bonham Street on the east, and Travis Street on the north [Figure 3 - 2], the national historic district covers less area, excluding the blocks west of Losoya and north of Peacock Alley. The Alamo Church and Long Barrack form the core of the national historic district; the surrounding late 19th century and early 20th century buildings are contributing to the district.

The Alamo was first recorded by the Historic American Buildings Survey [HABS] in 1936. The HABS program, which is currently administered by the Heritage Documentation Program of the National Park Service, was established in 1933 with the purpose of recording representative examples of America’s architectural heritage. The Alamo was included in the earliest group of national landmarks to be documented by HABS. The 1936 HABS Alamo survey was updated in 1961 with a more comprehensive drawing and photographic survey. In 2016, the Church and Long Barrack were photographed for HABS as part of the Alamo Historic Structure Report.

### OUTSTANDING UNIVERSAL VALUES

In 2015, the five San Antonio Missions were inscribed on the World Heritage List, the premiere international cultural heritage designation. The World Heritage program is administered by the World Heritage Committee of the United Nations Education, Scientific, and Cultural Organization [UNESCO] which identifies cultural or natural sites that exhibit Outstanding Universal Value [OUV].

In addition to Mission San Antonio de Valero [the Alamo], the San Antonio Missions include:

- Mission Concepción [1731]
- Mission San José [1720]
- Mission San Juan [1731]
- Mission Espada [1731]

The World Heritage inscription for the San Antonio Missions resulted from a determination of Outstanding Universal Value as a cultural property under the following criterion:

Criterion (ii): “To exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design.”

Most notably, the justification for Criterion (ii) was based upon the San Antonio Missions as an example of the

interweaving of Spanish and Coahuiltecan culture, illustrated in the integration of the indigenous settlements towards the central plaza, the decorative elements of the churches which combine Catholic symbols with indigenous natural designs and the post-secularization evidence which remains in several of the missions and illustrates the loyalty to the shared values beyond missionary rule.

The World Heritage inscription applies to the San Antonio Missions as a group; it is the first historic designation that considers the Alamo within this greater context.

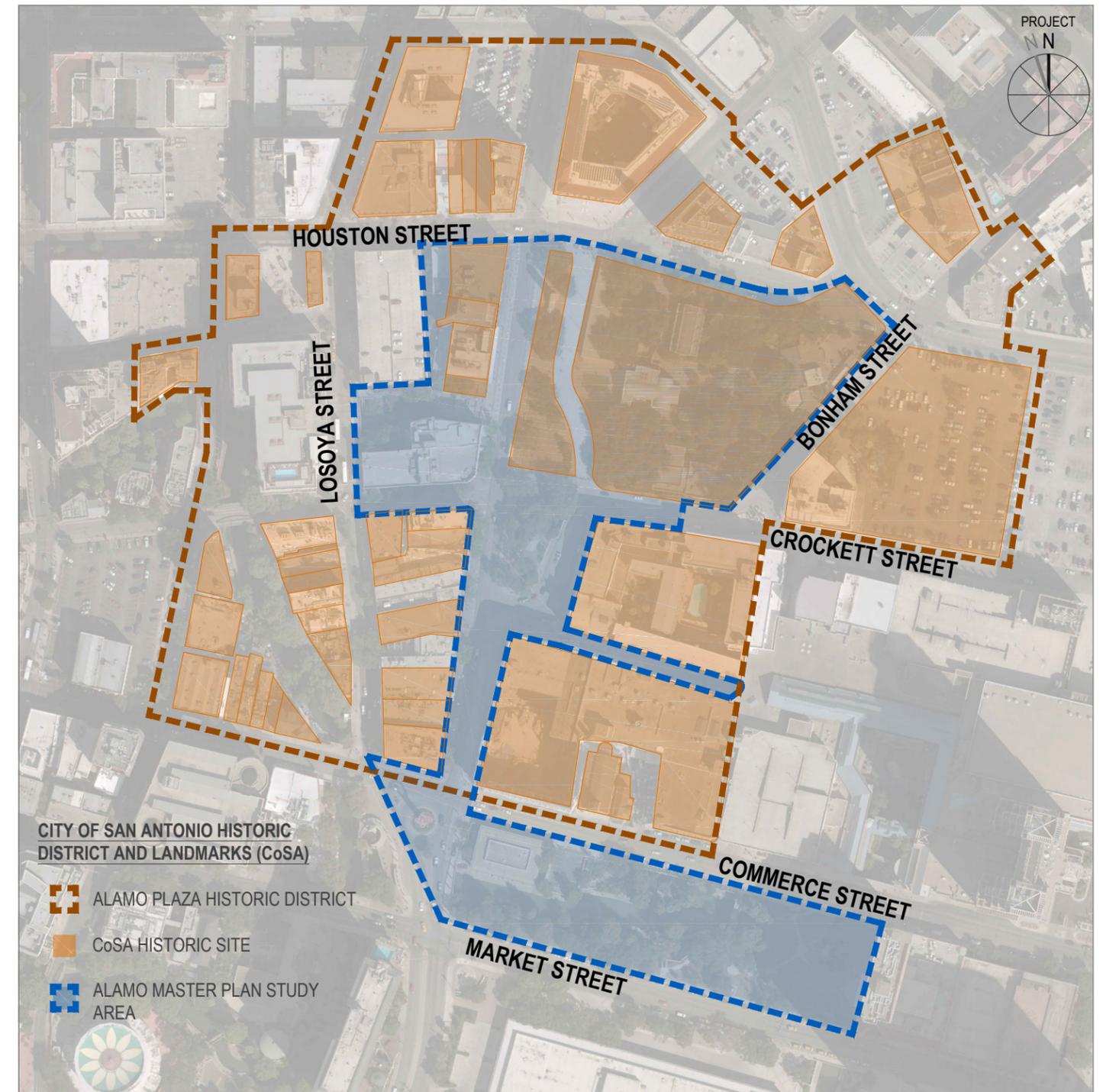


Figure 3 - 2: Alamo Plaza Historic District and Individual Landmarks, City of San Antonio

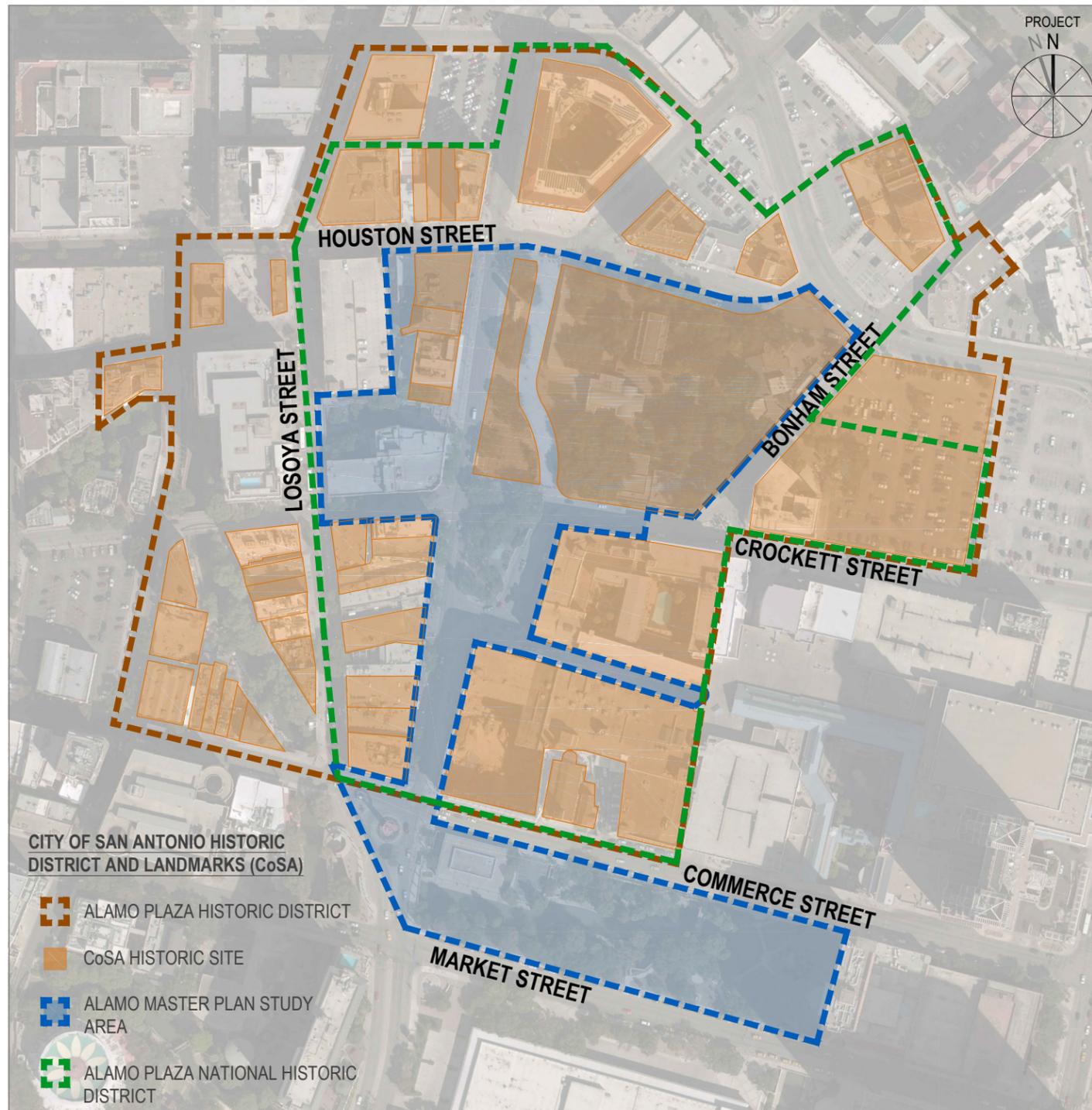


Figure 3 - 3: Figure 3-2 with boundary of Alamo Plaza National Historic District

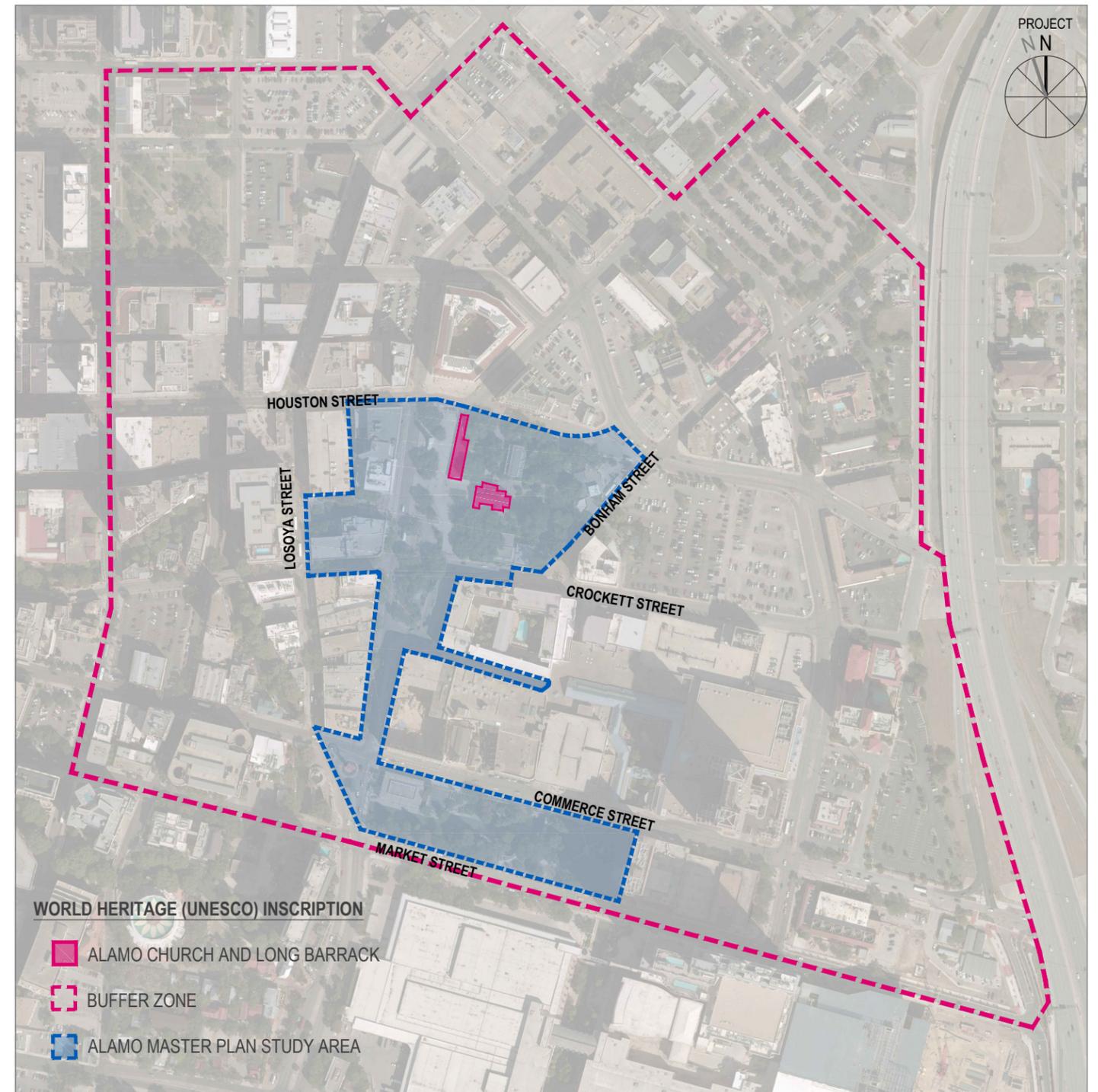


Figure 3 - 4: World Heritage Inscription

## EXISTING DOCUMENTATION: STRENGTHS & WEAKNESSES

### Alamo National Historic Landmark [1960]

The nomination for Alamo National Historic Landmark [prepared post-designation, in 1972] outlines separate periods of significance for Alamo Plaza, the Long Barrack, and the Church:

- Mission San Antonio de Valero [Alamo Plaza]: ca. 1724-1780
- Church: ca. 1744-1878
- Long Barrack: ca. 1724-1728 and 1930
  - The NHL nomination mentions that the Long Barrack building was damaged during the Battle of the Alamo, but was restored by the United States Army in 1849. It also notes that the Long Barrack was greatly altered in the early part of the 20th century, and that it “became involved in a bitter controversy as to its authenticity. As a result, most of the walls were razed and the present structure is largely reconstructed. It is, however, erected over the old foundations.”

While the NHL nomination provides a detailed background history of the founding of Mission San Antonio de Valero as part of the site’s significance, the National Register of Historic Places nomination form prepared in 1975 focuses on the military history of the Alamo. The periods of significance are listed as 1744, for the construction of the Church, and 1836, for the Battle of the Alamo.

The NHL nomination should be updated to include a more comprehensive history that includes significant people and events from historic periods not currently mentioned.

### Alamo Plaza Historic District [National, 1977]

The period of significance assigned to Alamo Plaza in the National Historic District nomination broadly spans from the early-18th century to the mid-20th century. The areas of significance include architecture, commerce, community planning, military, religion, and transportation.

### World Heritage Inscription: Key Issues for the Alamo [2015]

The San Antonio Missions World Heritage nomination was reviewed by the International Council on Monuments and Sites [ICOMOS] and a report was published on March 12, 2015 with the organization’s recommendations to UNESCO. ICOMOS is a non-governmental international organization dedicated to the conservation of the world’s monuments and sites. One of the main concerns noted in the ICOMOS review was that the “authenticity in setting” for Mission San Antonio de Valero has essentially been lost as compared to the other four missions. This concern was serious enough for ICOMOS to consider the exclusion of Mission San Antonio de Valero from the World Heritage designation. However, the unequaled significance

of Mission San Antonio de Valero as the first established San Antonio mission and its influence on the development of the other four missions justified its World Heritage status. The ICOMOS review noted that Mission San Antonio de Valero “contributes an important element to the series as it was the foundation of the San Antonio Missions, the first one to be created by the Franciscan Order, and the first enclave that acted as a pole of attraction to the rest of them.” The report concluded that an exclusion of Mission San Antonio de Valero would reduce the integrity and authenticity of the overall group of missions.

The World Heritage inscription is the first historic designation to place the Alamo’s significance within the greater context of the five San Antonio Missions.

A second concern noted in the ICOMOS response relates to tourism at Mission San Antonio de Valero. The international popularity and urban setting of the Alamo is considered a “pressure” on the site; only a much larger increase of visitorship is considered to pose a risk of physical damage to the historic structures. Visitation at the other four missions is dramatically less; as a result, they are not grouped with the Alamo for the same concern. The main threats to the San Antonio Missions were summarized in the response as urban and infrastructure developments.

While the ICOMOS report addressed the above concerns, the World Heritage program ultimately determined that the San Antonio Missions meet the conditions of authenticity and integrity.



Figure 3 - 5: The Alamo Church, 2016

### SUMMARY - KEY POINTS:

- The Alamo is historically significant at the city, state, national, and international levels
- The Alamo Church and Long Barrack are historically significant individual Landmarks
- The Alamo is part of a historic district that includes structures from the 19th and 20th centuries
- The urban infrastructure has encroached on the historic site and the historic mission footprint is lost
- Archaeology has confirmed that evidence associated with the historic footprint of the mission can be found below the contemporary living surface, allowing for the mission courtyard to be recaptured and interpreted with clarity based on evidence.





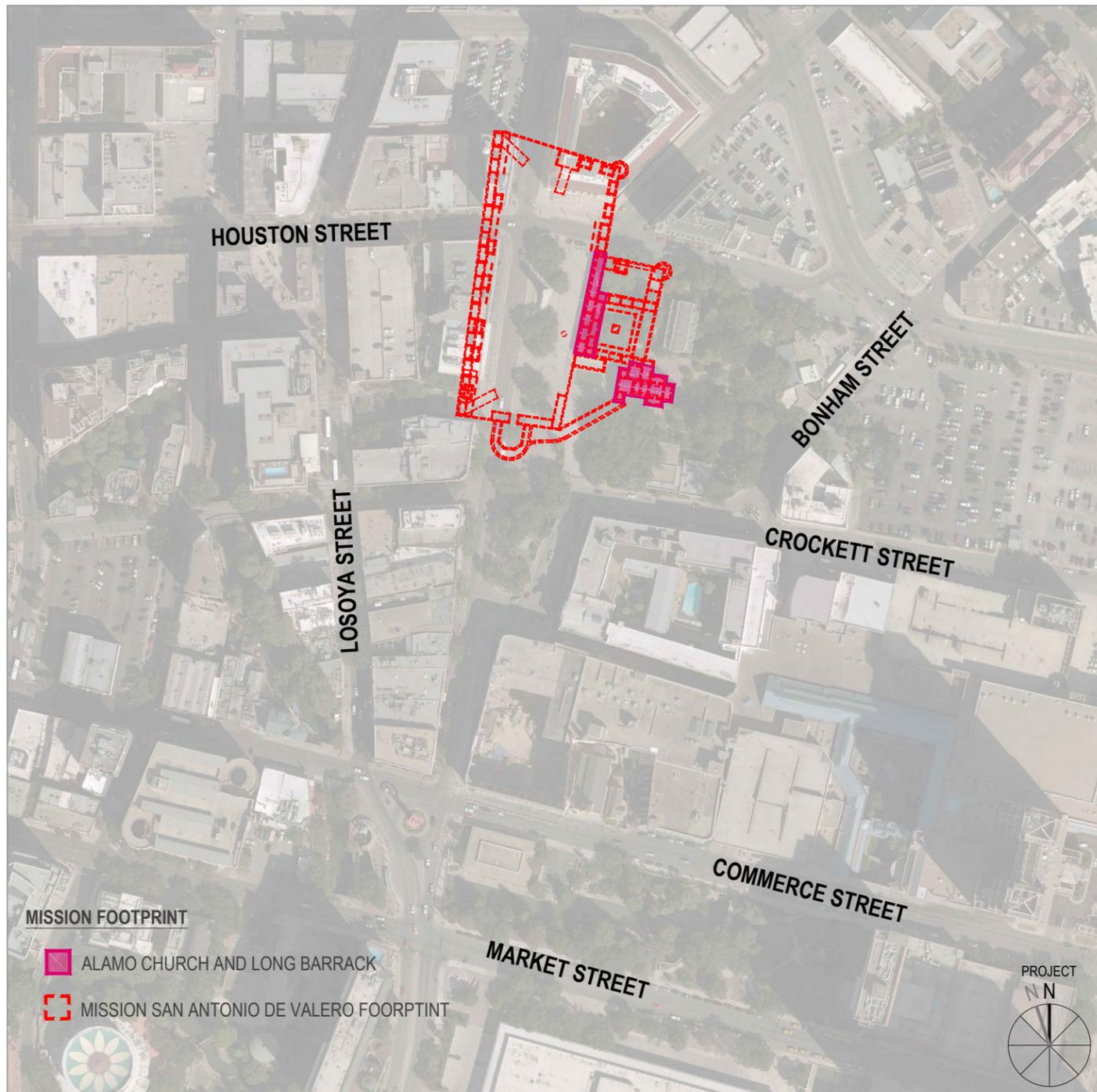


Figure 4 - 1: Overlay of the historic mission footprint, Church, and Long Barrack on the current urban context

## METHODOLOGY AND APPROACH

From the outset of the Project, the Master Plan team pursued an “evidence based” approach based on:

- Historic research
- Archaeology
- Systematic and scientific analysis

to accomplish the following:

- Understand the historic physical evolution of the site, from the early years of the Spanish Colonial period to the present time
- Delineate what has been lost, what remains today and what may be obscured by more recent changes by being below the present living surface.

During all stages of the Master Planning effort, the team operated within the framework established by the **Agreed Vision** and the **Guiding Principles**. This philosophical framework was further enhanced by following the **Secretary of the Interior’s Standards** for:

- a. Preservation Planning
- b. Historic Documentation
- c. Archaeology
- d. Architectural and Engineering Documentation
- e. Preservation
- f. Restoration
- g. Rehabilitation and
- h. Reconstruction

In addition to operating within the framework of the Agreed Vision, Guiding Principles, and the Secretary of the Interior’s Standards, the Project Team pursued the development of ideas and planning recommendations by being respectful of the **authenticity** and **integrity** of the study area and the site, as well as adhering to the **principle of reversibility**, which stipulates that interventions made at the present time can be reversed in the future without adversely affecting the integrity of the resource.

During public presentations and reviews of the Project, the debate about **Reconstruction vs. Interpretation** was one of the most contested. The Standards, the Texas Historical Commission and the National Park Service strongly discourage reconstruction, especially in cases such as the Alamo where compelling, reliable and concrete evidence is practically non-existent to reconstruct missing features or the historic mission courtyard.

After careful consideration of the available existing research, the **Agreed Vision and Guiding Principles** and the **Secretary of the Interior’s Standards**, the Master Plan Team is proposing that the site be interpreted in a “period neutral” manner, based on actual evidence and not conjecture.

Finally as part of the Implementation Recommendations, the Project Team advocates that a Peer Review be convened to provide an independent review of the Master Plan and feedback on the key dimensions, premises and planning recommendations.

# THE SECRETARY OF THE INTERIOR'S STANDARDS

## STANDARDS FOR HISTORIC DOCUMENTATION

1. Historical Documentation Follows a Research Design that Responds to Needs Identified in the Planning Process
2. Historical Documentation Employs an Appropriate Methodology to Obtain the Information Required by The Research Design
3. The Results of Historical Documentation Are Assessed Against the Research Design and Integrated into the Planning Process
4. The Results of Historical Documentation Are Reported and Made Available to the Public

## STANDARDS FOR PRESERVATION PLANNING

1. Preservation Planning Establishes Historic Contexts
2. Preservation Planning Uses Historic Contexts To Develop Goals and Priorities for the Identification, Evaluation, Registration and Treatment of Historic Properties
3. The Results of Preservation Planning Are Made Available for Integration Into Broader Planning Processes

## STANDARDS FOR RECONSTRUCTION

1. Reconstruction will be used to depict vanished or non-surviving portions of a property when documentary and physical evidence is available to permit accurate reconstruction with minimal conjecture, and such reconstruction is essential to the public understanding of the property.
2. Reconstruction of a landscape, building, structure, or object in its historic location will be preceded by a thorough archeological investigation to identify and evaluate those features and artifacts which are essential to an accurate reconstruction. If such resources must be disturbed, mitigation measures will be undertaken.
3. Reconstruction will include measures to preserve any remaining historic materials, features, and spatial relationships.
4. Reconstruction will be based on the accurate duplication of historic features and elements substantiated by documentary or physical evidence rather than on conjectural designs or the availability of different features from other historic properties. A reconstructed property will re-create the appearance of the non-surviving historic property in materials, design, color, and texture.
5. A reconstruction will be clearly identified as a contemporary re-creation.
6. Designs that were never executed historically will not be constructed

## STANDARDS FOR PRESERVATION

1. A property will be used as it was historically, or be given a new use that maximizes the retention of distinctive materials, features, spaces, and spatial relationships. Where a treatment and use have not been identified, a property will be protected and, if necessary, stabilized until additional work may be undertaken.
2. The historic character of a property will be retained and preserved. The replacement of intact or repairable historic materials or alteration of features, spaces, and spatial relationships that characterize a property will be avoided.
3. Each property will be recognized as a physical record of its time, place, and use. Work needed to stabilize, consolidate, and conserve existing historic materials and features will be physically and visually compatible, identifiable upon close inspection, and properly documented for future research.
4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.
6. The existing condition of historic features will be evaluated to determine the appropriate level of intervention needed. Where the severity of deterioration requires repair or limited replacement of a distinctive feature, the new material will match the old in composition, design, color, and texture.
7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
8. Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken

## STANDARDS FOR ARCHAEOLOGY

9. Archeological Documentation Activities Follow an Explicit Statement of Objectives and Methods That Responds to Needs Identified in the Planning Process
10. The Methods and Techniques of Archeological Documentation are Selected To Obtain the Information Required by the Statement of Objectives
11. The Results of Archeological Documentation are Assessed Against the Statement of Objectives and Integrated into the Planning Process
12. The Results of Archeological Documentation are Reported and Made Available to the Public

## STANDARDS FOR RESTORATION

1. A property will be used as it was historically or be given a new use which reflects the property's restoration period.
2. Materials and features from the restoration period will be retained and preserved. The removal of materials or alteration of features, spaces, and spatial relationships that characterize the period will not be undertaken.
3. Each property will be recognized as a physical record of its time, place, and use. Work needed to stabilize, consolidate and conserve materials and features from the restoration period will be physically and visually compatible, identifiable upon close inspection, and properly documented for future research.
4. Materials, features, spaces, and finishes that characterize other historical periods will be documented prior to their alteration or removal.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize the restoration period will be preserved.
6. Deteriorated features from the restoration period will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture, and, where possible, materials.
7. Replacement of missing features from the restoration period will be substantiated by documentary and physical evidence. A false sense of history will not be created by adding conjectural features, features from other properties, or by combining features that never existed together historically.
8. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
9. Archeological resources affected by a project will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
10. Designs that were never executed historically will not be constructed

## STANDARDS FOR ARCHITECTURAL AND ENGINEERING DOCUMENTATION

1. Documentation Shall Adequately Explicate and Illustrate What is Significant or Valuable About the Historic Building, Site, Structure or Object Being Documented.
2. Documentation Shall be Prepared Accurately From Reliable Sources With Limitations Clearly Stated to Permit Independent Verification of the Information.
3. Documentation Shall be Prepared on Materials That are Readily Reproducible, Durable and in Standard Sizes.
4. Documentation Shall be Clearly and Concisely Produced.

## STANDARDS FOR REHABILITATION

1. A property will be used as it was historically or be given a new use that requires minimal change to its distinctive materials, features, spaces, and spatial relationships.
2. The historic character of a property will be retained and preserved. The removal of distinctive materials or alteration of features, spaces, and spatial relationships that characterize a property will be avoided.
3. Each property will be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or elements from other historic properties, will not be undertaken.
4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.
6. Deteriorated historic features will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture, and, where possible, materials. Replacement of missing features will be substantiated by documentary and physical evidence.
7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
8. Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
9. New additions, exterior alterations, or related new construction will not destroy historic materials, features, and spatial relationships that characterize the property. The new work will be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environment.
10. New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.







Figure 5 - 1: The Church and Long Barrack, c1860s [[#L-2355-H] UTSA Special Collections - Institute of Texan Cultures]



Figure 5 - 2: Photograph of Alamo Plaza from the southwest, with the meat market in the foreground, c1878-1882 [from The New York Public Library]



Figure 5 - 3: The Long Barrack in 1912-1913 [San Antonio Public Library, Texana / Genealogy]



Figure 5 - 4: 1920 photograph of the Church, just prior to the replacement of the wood roof with concrete [from The New York Public Library]

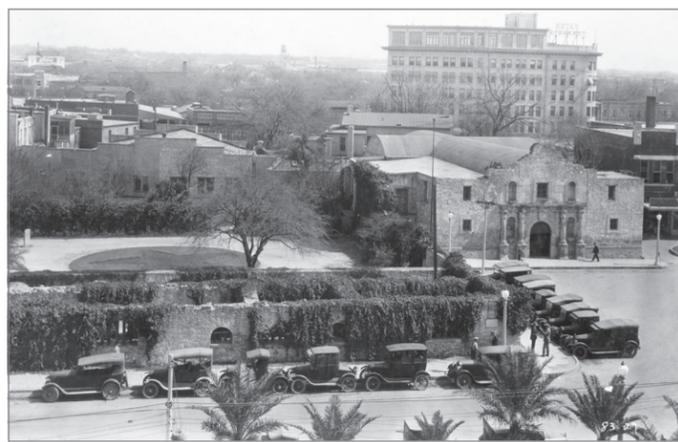


Figure 5 - 5: The Church and Long Barrack in 1927, following the installation of the concrete barrel roof [[#083 - 0508] UTSA Special Collections - Institute of Texan Cultures]



Figure 5 - 6: The Church in 1934 [from The New York Public Library]

## HISTORIC EVOLUTION

### HISTORIC RESEARCH

At the outset of the Project, the Master Plan Team was keenly aware of the following:

1. From the Pre-Colonial Period to the present, **there are more than twenty historic periods** that have been identified and need to be fully researched, interpreted and placed in the proper context.
2. The existing research is fragmented and has significant voids, including critical areas such as the physical evolution of the Church, i.e. how the building was constructed over time, how each building campaign and master mason shaped the development of the structure and how the building appeared during specific periods in its history.
3. The Church is not the only element of the Alamo site that does not have a clear and fully documented physical development, evolution and history. The Long Barrack, the associated courtyard, the Plaza itself, and several other elements and components of the historic site are lacking similar developmental information.
4. While numerous books, research papers and treatises have been written about the Battle of the Alamo, a careful review reveals that there are still significant voids in the existing knowledge and additional primary research is needed in the US, Mexico and Spain, focusing on the physical development of the site.

To understand the magnitude of the issues associated with the lack of critical historic and physical information, the Project Team engaged distinguished historians and experts to assist and construct a timeline of events and physical changes from the Pre-Colonial period to the present time.

This effort was captured in a Timeline, which reveals the following:

- The historic site layout and footprint are dramatically different than what most people erroneously perceive today as the “mission compound,” that is, contained within the walls of the 1936 commemorative garden.
- While significant elements and components of the historic site may have been removed over the years and / or are obscured below grade, it appears that through archaeology, significant evidence can be revealed to help recapture the dimensions of the historic compound.
- Significant research will be needed to delineate all the “layers of history” and provide the necessary information to create informative exhibits and interpretive programs for a world class visitor experience, based on authenticity, integrity, scholarship and evidence, as opposed to conjecture and lore.

The following pages present key sections / periods of the Timeline.

### CONCLUSIONS OF THE MASTER PLAN HISTORIC RESEARCH:

1. Significant additional research will be needed to compile a complete and comprehensive architectural, site and cultural history of the Alamo that can be used to create interpretive programs and exhibits for the site, the proposed Alamo Museum and Alamo Visitor Orientation Center.
2. The historic research will inform an extensive archaeology campaign that will focus on recovering the historic dimensions of the mission compound.
3. Historic evidence indicates that the “historic living surface”, i.e. the surface that the original residents of the Mission San Antonio de Valero and possibly the heroes of the 1836 Battle walked on is approximately 18 to 24 inches below the “present living surface.”
4. Recapturing the historic elevations and dimensions of the Alamo mission plaza is possible through a comprehensive archeology campaign.

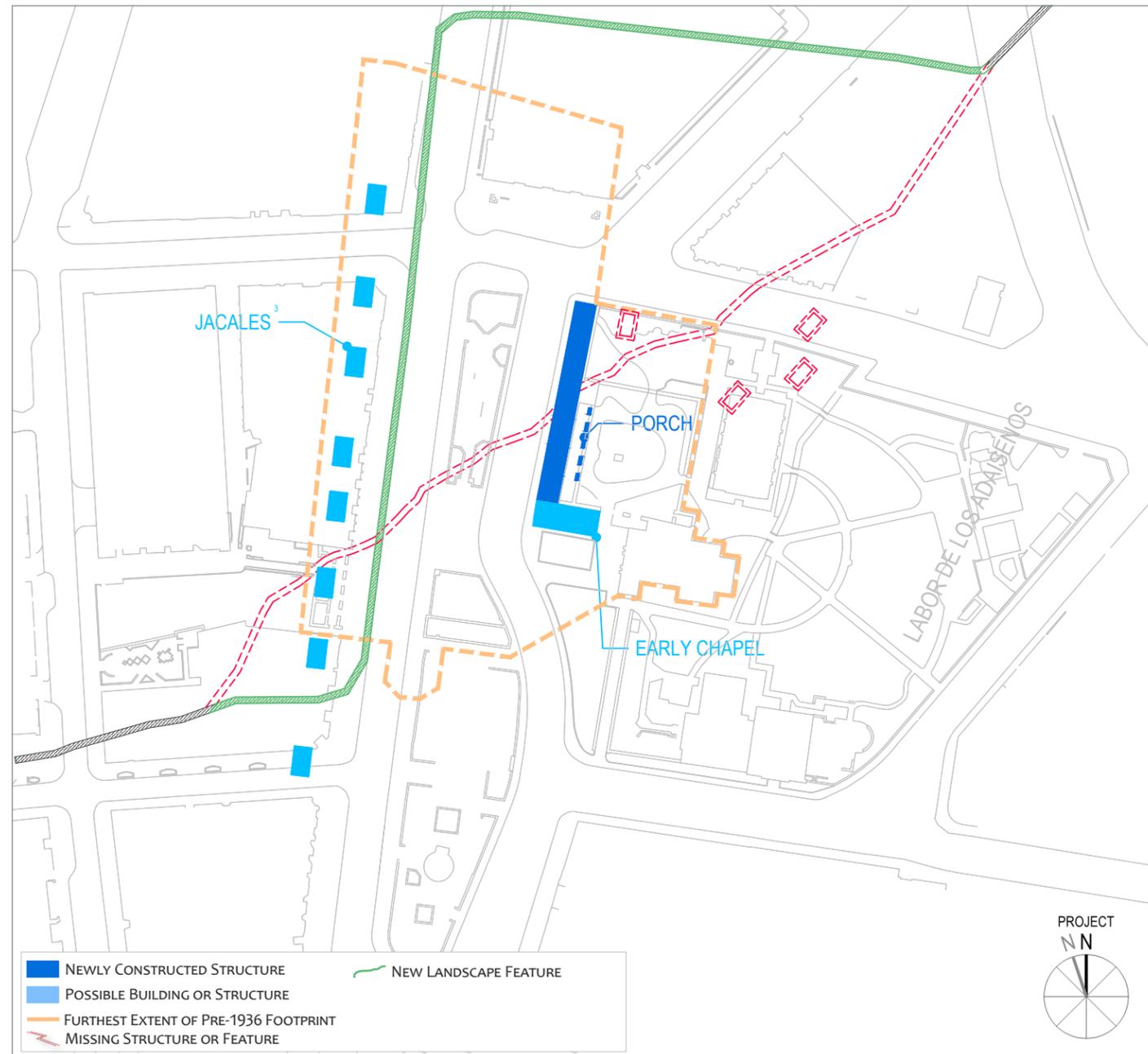


Figure 5-7: 1727

- Mission San Antonio de Valero was established at the current site, east of the San Antonio River, in 1724 by a Franciscan Order from Spain. Previously, the mission was moved twice between 1718 and 1724 before the permanent location was settled.
- The mission development commenced with the construction of four stone rooms including a *galera* to serve as a *convento*, along the east side of what would become the mission's plaza and granary.
- A loosely organized group of *jacales* [huts] were constructed to house the native people living within the mission compound.
- An earlier *acequia* [c.1724] was modified and relocated further toward the west, assisting the laborers with field irrigation.

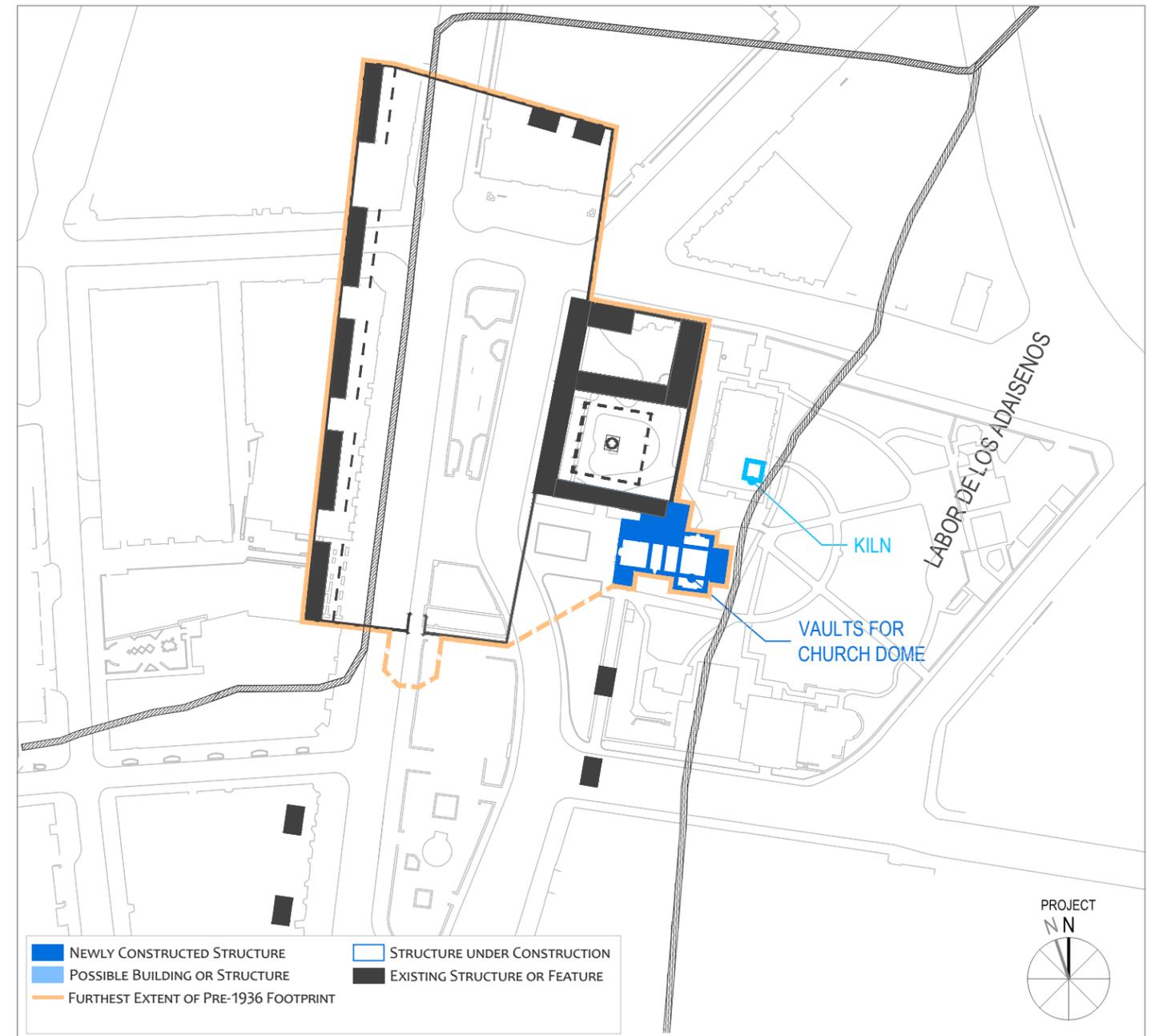


Figure 5-8: 1772

- Church construction was halted. By this time the roof vault ribs were constructed, except for one nave arch. Only the Sanctuary at the east end of the Church had a roof. The frontal rooms, the Baptistry and Confessional, were finished with vaulted ceilings.
- The Sacristy, located on the north side of the Church, was completed with a vaulted ceiling and served as the temporary church. The adjacent room to the west, now known as the Monks' Burial Room, was also completed.
- Within the mission plaza were 5 *eras* [groups] of adobe homes, three homes to a group.
- A kiln for burning lime was located 100 feet to the east of the *convento*.

## MARCH 1836

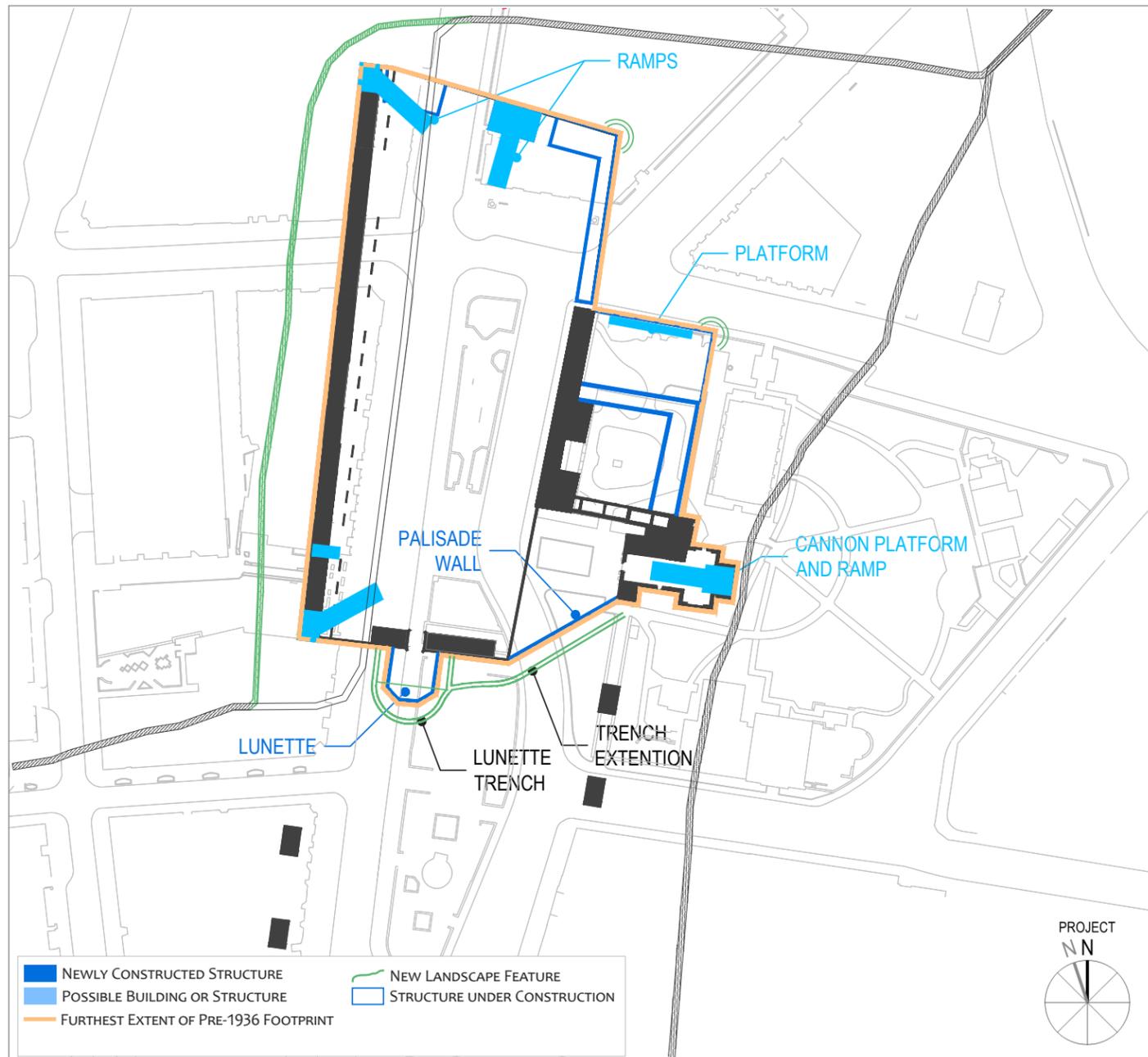


Figure 5 - 9: March 1836

- The garrison was fortified by General Cos and the Alamo Company troops of the Mexican Army with a stockade, trenches, ramps, and cannon platforms.
- A lunette was extended from the south gate and a palisade wall was constructed that connected the south compound wall to the southwest corner of the Church.
- The stone vaults of the Church sanctuary were removed and the east Church wall was reduced to 15 feet above grade to accommodate a cannon platform inside.
- **The acequia that previously ran east of the west compound wall was relocated to outside the west wall**

## MAY 1836

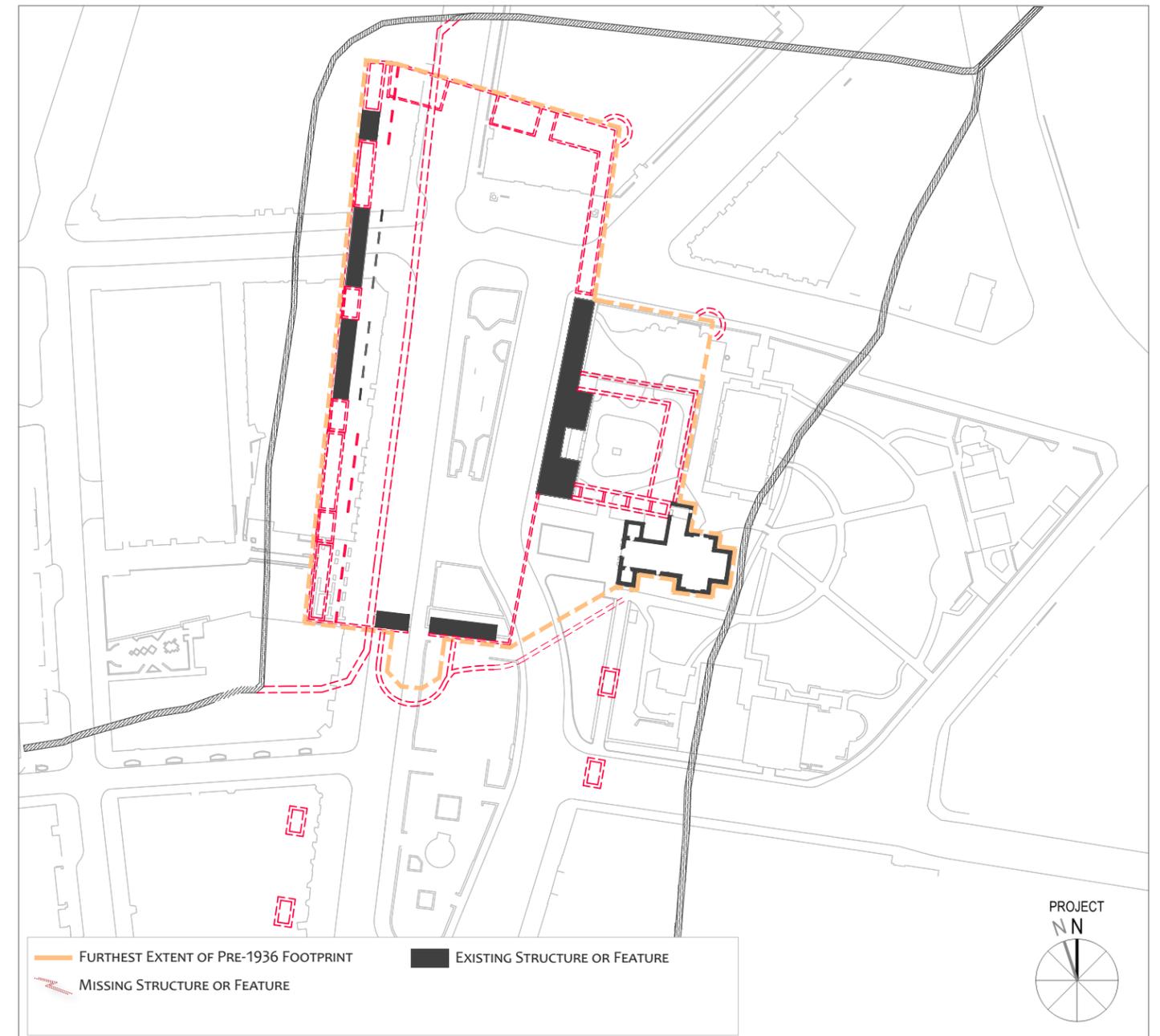


Figure 5 - 10: May 1836

- Under order of General Santa Anna, all single walls were torn down, fortifications removed, trenches filled, and the palisade walls torn down.
- The larger stone structures remained in ruins.

1877

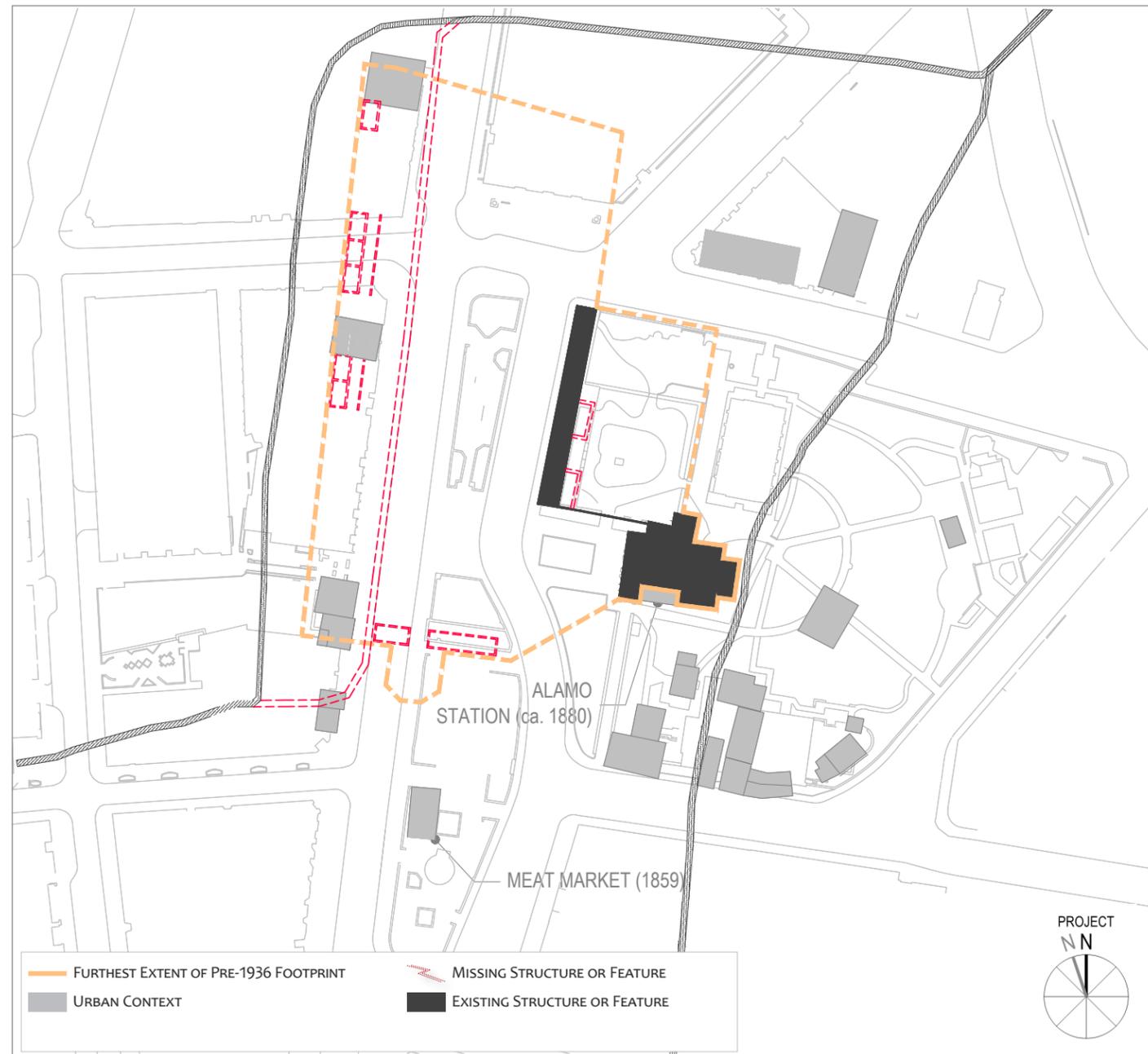


Figure 5 - 11: 1877

- In 1859 the Menger Hotel opened on the east side of Alamo Plaza and the meat market was constructed at the south end of the plaza.
- The remaining south wall structures were removed in 1871.
- In 1877, the Long Barrack was sold to Honore Grenet, who renovated the buildings into a retail warehouse by making significant alterations.
- A 1-story structure was built against the south wall of the

Church around 1879, for use as a fire station and later, a police station.

1913



Figure 5 - 12: 1913

- The second story walls of the Long Barrack were removed after being structurally damaged by rain.
- Selected portions of the previously demolished convento walls were reconstructed, based upon excavations.
- A concrete barrel vault roof was installed over the church (1920.)

1935-1937

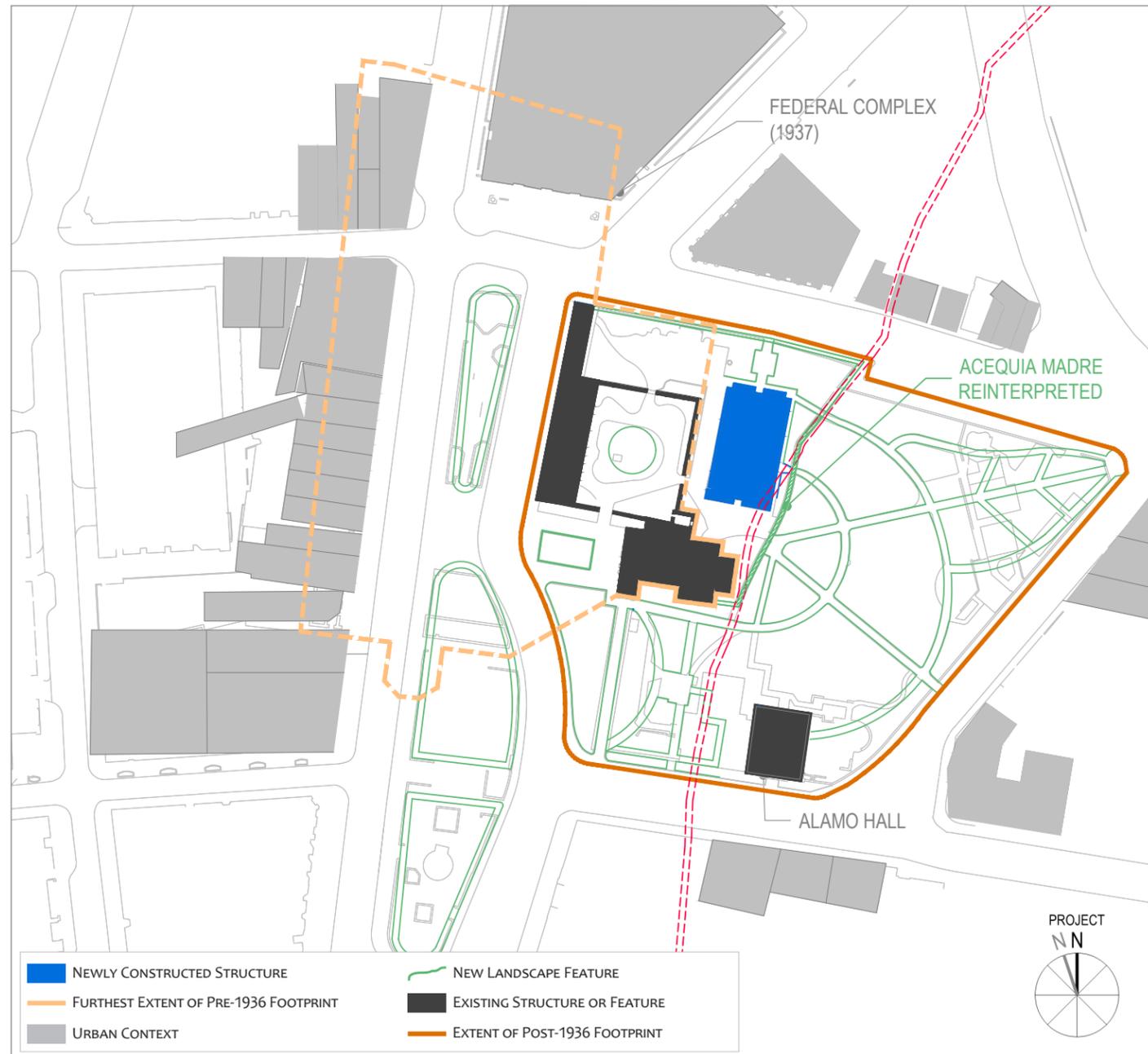


Figure 5 - 13: 1935-1937

- Several parcels of land were acquired by the State of Texas for the purpose of creating a park and selected buildings were demolished.
- The arcade south of the Church was built in 1934. The landscaped area of Alamo Plaza was redeveloped and the east side of the street was reconfigured to provide a new plaza with landscaping west of the church. A stone wall was constructed around the eastern perimeter of the property.

- New building construction in the vicinity of the Alamo included: the Woolworth Building, [1920], the Palace Building [1922], the Medical Arts Building [1926], and the Alamo Museum [1937]. The Acequia Madre was reconstructed in 1937.
- Alamo Street was widened and Crockett Street was extended through Alamo Plaza in 1934.

2017

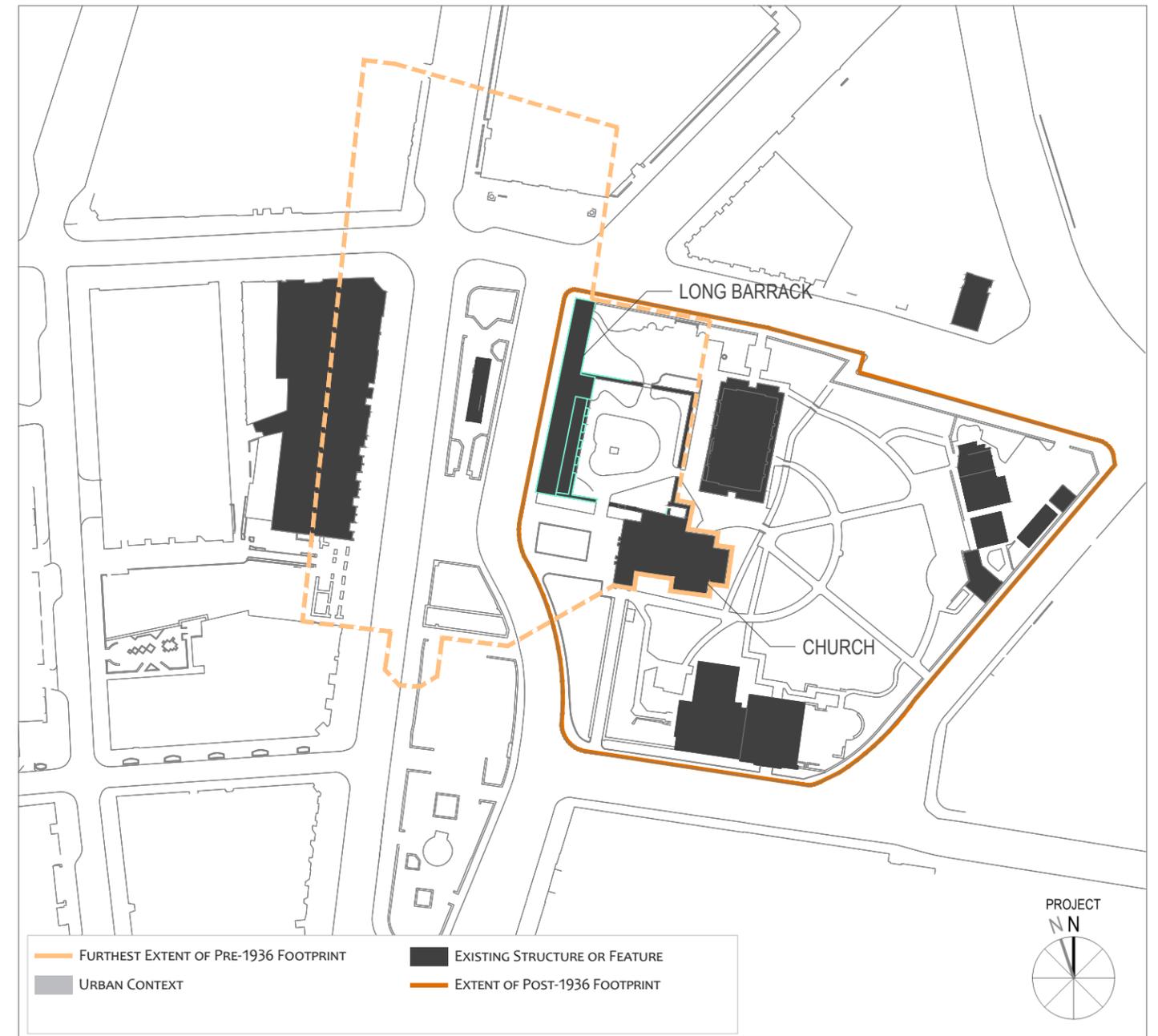
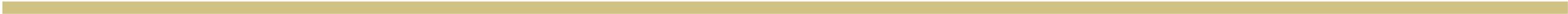


Figure 5 - 14: 2017

- Alamo Street east of Alamo Plaza was closed to vehicular traffic in 1993.
- Several operational structures were constructed over time at the northeast corner of the Garden.



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## ARCHAEOLOGY BASED EVIDENCE

### PREVIOUS INVESTIGATIONS AT THE ALAMO COMPOUND

One of the goals of the 2016 Alamo Master Plan archaeological campaign was to build upon previous archaeological work. In order to begin answering the critical Master Plan questions, the project team reviewed the documentation and reports from previous archaeological investigations at the Alamo. The team focused on compiling specific information about these excavations, including depth of archaeological deposits and areas of previous disturbances.

The following is a summary of the previous excavations at the Alamo in chronological order; the numbers in brackets correspond with the locations noted in [Figure 6-1]. For summaries and detailed reports of each campaign, please refer to the full Alamo Master Plan document.

- 1908: Gibbs Building construction
- 1936: North Alamo Plaza
- 1966: Convento Courtyard and North Courtyard [Greer]
- 1970: North of Alamo Library Building [Sorrow]
- 1973: Cavalry Courtyard [Schuetz]
- 1973: East side of the Alamo Museum [Adams and Hester]
- 1975: South Wall and Gate [Fox]
- 1977: Alamo Plaza monitoring [Fox]
- 1977: West of Church [Eaton]
- 1979: North [Cavalry] Courtyard Test Excavations [Ivey and Fox]
- 1979: West Wall [Ivey]
- 1980: East/North of Alamo Hall [Nickels]
- 1988-1989: South Wall, Lunette, and Palisade [Fox]
- 1991: Sales Museum [Briggs]
- 1995: Church Courtyard [Guderjan]
- 1995: South Transept Exterior and Interior [Meissner]
- 1997: West of Gift Museum [Fox]
- 2006: Convento Courtyard [Ulrich]

Overall, the previous archaeological investigations in and around the Alamo complex suggest that intact deposits may exist in different areas of the compound, but that they may have been removed in areas where previous investigation has occurred. In a few instances, such as at the 1966, 1983, and 2014 excavations, work was stopped before reaching sterile soil or even before reaching archaeological deposits under fill, suggesting archaeological deposits may still exist in these areas. However, in other areas, such as at the south wall where excavations occurred in 1975, 1988, and 1989, it is unclear whether architectural features discovered during those excavations were left in place or excavated away completely.

The only way to confirm whether such deposits still exist in those areas would be through additional archaeological work.

Further complicating the issue are the non-archaeological excavations that have taken place within the Alamo compound. In an attempt to document this disturbance, the Master Plan team reviewed Sanborn maps and utility maps to learn where soil disturbances may have occurred within and around the Alamo. This data was then compiled and mapped so that a visual representation of potential disturbances found in the plaza could be produced. Per this mapping, much of the plaza and surrounding areas appear to have been disturbed through previous construction or utility installation. This would imply the likelihood of finding intact deposits in these disturbed areas would be lower than in undisturbed areas. However, previous archaeological campaigns have shown that this is not always the case. Pockets of intact deposits sometimes exist even within these “disturbed” areas. Most importantly, this exercise identifies a visual area that has a higher probability of being undisturbed and, thus, has a higher potential for intact deposits.

### KEY QUESTIONS

The Alamo Master Plan Team posed the following questions to the archaeology experts, which led to the 2016 archaeological campaign:

1. Can the outer limits or edges of the Alamo “walled compound” be located and delineated through existing data from past archaeological campaigns and/or supplemental and targeted archaeology to be undertaken as part of the Master Plan?
2. Can archaeology help delineate the landscape features of the mission compound, such as acequias, plant material, etc.?
3. Given the layers of late-nineteenth and twentieth century disturbances and construction, can the 1724 and 1836 grade elevations be determined?
4. Can the relationship between the river and the 1724 and/or 1836 living surfaces be determined along with the topography of the site, particularly along the southwest corner of the mission compound, where the shortest distance to the river appears to exist?

By answering these questions with evidence confirmed by physical investigations targeted in the areas of the south and west walls, the archaeology experts provided the Master Plan team with critical information that helped inform planning decisions.

Based upon the particular district or political boundary, all codes and regulations were complied with and experts and authorities were consulted to guide the July 2016 excavations.

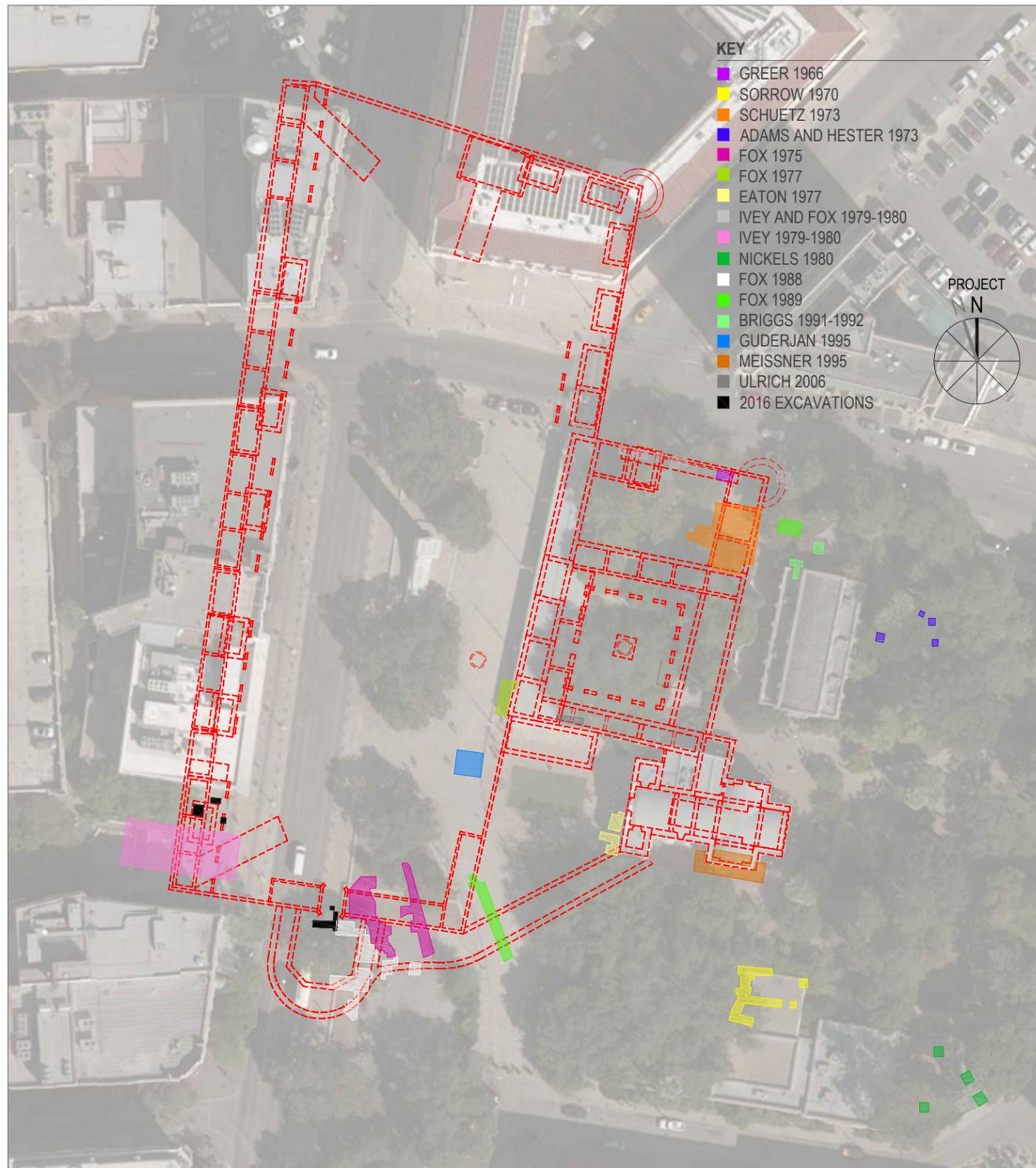


Figure 6 - 1: Previous Archaeological Campaigns at the Alamo [base aerial image courtesy of Google, 2016]

## THE 2016 ARCHAEOLOGICAL CAMPAIGN

The purpose of the 2016 archaeological campaign was to pinpoint areas with a high potential for intact deposits that could build upon previous research on the compound boundaries and the 1724 and 1836 historic living surfaces. To address the questions posed by the Alamo Master Plan team, the archaeological team reviewed previous work and chose areas where excavation would have the potential to reveal additional information about the edges of the Alamo compound, as well as about the previous living surfaces.

The investigations focused on revisiting two previous archaeological sites, one at the former south wall and the other at the former west wall, to perform further archaeological testing in these areas. A third location on E. Houston Street, north of the Woolworth Building, was considered but, after the team learned that a significant number of utilities existed in the area, it was not pursued further.

Previous investigations at the south wall indicated that remnants of the wall, lunette, and palisade are present; however no suggestion of the Spanish Colonial living surface was discovered. The previous investigations at the west wall revealed adobe brick pavers, adobe brick walls, stone walls, and other architectural features associated with the west wall complex were present at the time of the 1979 and 1980 excavations, along with Spanish Colonial deposits.

The results of the 2016 archaeology campaign included the discovery of an intact living surface likely dating to the Spanish Colonial period in the area of the west wall and the discovery of architectural remnants of the walled complex at both excavation sites. The archaeologists concluded that the Alamo site contains deposits worthy of San Antonio Landmark designation at both the south and west walls of the Alamo compound, and recommended that the site be protected from disturbance until the deposits present in these areas can be publicly interpreted and/or excavated thoroughly at a later date with appropriate research goals and questions.

## RECOMMENDATIONS

The 2016 archaeological campaign provided valuable information on the site and helped shape the evidence based approach.

The Master Plan recommends the following:

- Undertake a comprehensive archaeology campaign to remove layers of construction that have obscured the historic site and have changed the relationship of the historic buildings to their original grade.
- Re-trace past campaigns and initiate new ones to recapture the geometry of the south wall and gate, as well as re-establish the location of the palisade.
- Provide the physical evidence to help delineate the perimeter of the historic mission.
- Re-establish the historic relationship of the Church and Long Barrack to their historic grade[s] [historic living surface].
- Inform the interpretive program regarding the layout, organization and nature of the historic mission courtyard.

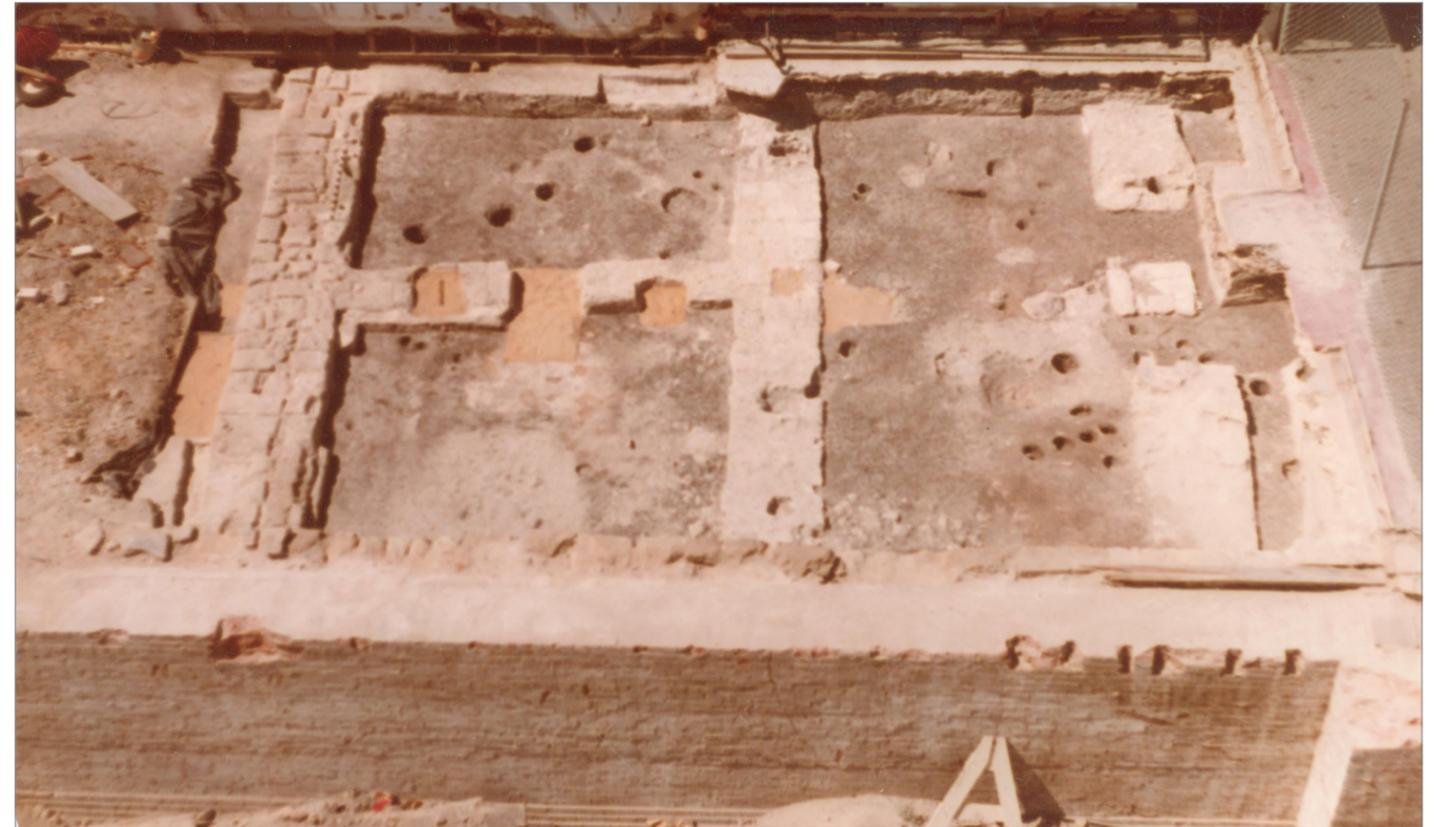


Figure 6 - 2: Aerial View of the 1979 Excavation at the West Wall. [CAR-UTSA]

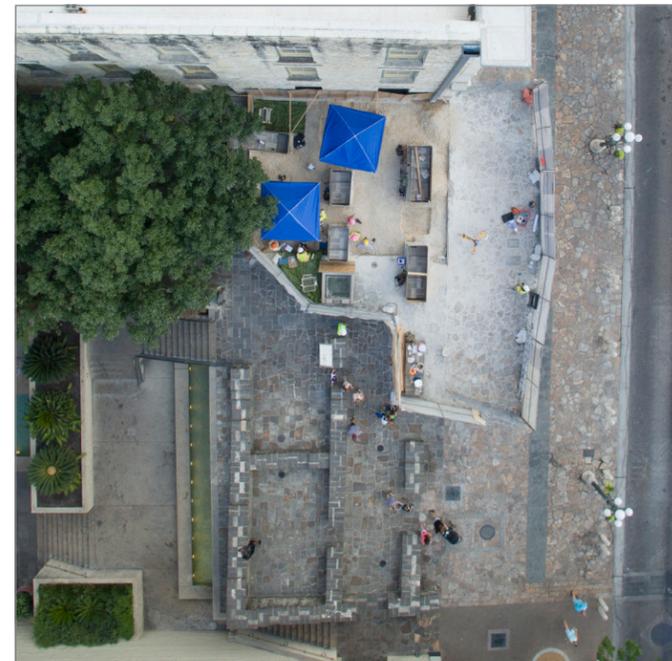


Figure 6 - 3: Location of 2016 Archaeological Campaign at the West Wall [Texas GLO]

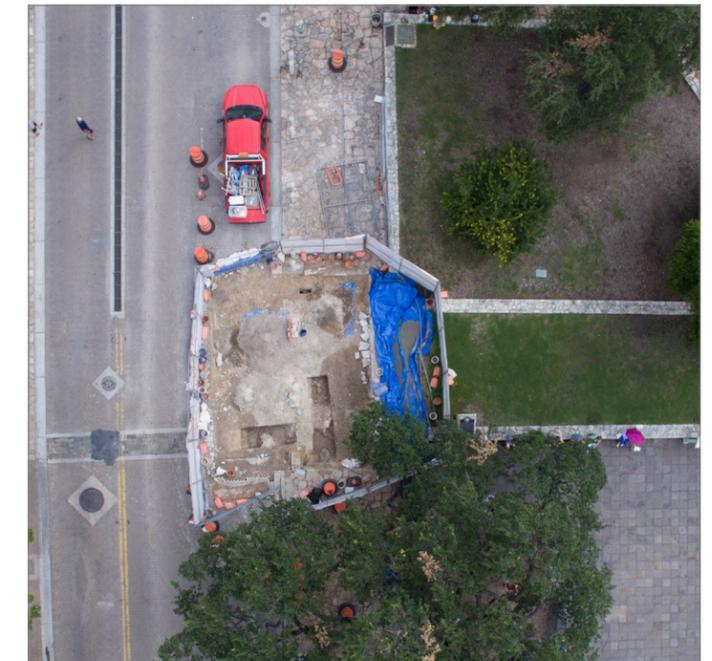


Figure 6 - 4: Location of 2016 Archaeological Campaign at the South Wall [Texas GLO]





## THE CHURCH AND LONG BARRACK

### INTRODUCTION

Construction of Mission San Antonio de Valero started in 1724 and continued until 1772, when work was halted. At least eight master masons and sculptors are recorded as having contributed to the effort. The Church remained unfinished and without a roof through the first half of the 19th century. It was not until c.1850 when the U.S. Army repaired the mission buildings that the Church was provided with a roof. During the same campaign, the west elevation was completed with its iconic gable.

### THE CHURCH AND LONG BARRACK: CHANGES OVER TIME

1727: The first record of permanent construction at Mission San Antonio de Valero.

1744: The foundations of the Church were constructed. The cornerstone was laid on May 8, 1744.

1756: The Church partially collapsed while still under construction. Reconstruction work resumed shortly after.

1772: Construction work at Mission Valero was halted. The vaulted Sanctuary, Sacristy, Baptistry, Lavatory, and other frontal rooms were finished. There is no record of further improvements or additional construction to the Long Barrack until the early 19th century.

1805: The Long Barrack was repaired by the Spanish Army for use as a hospital.

1825: The Sacristy was repaired and whitewashed.

1835: Fortifications were added to the entire compound including the Long Barrack. The east Church wall was lowered from 30 feet to 15 feet. A ramp was built inside the church to provide a cannon platform.

1836: The fortifications were removed following the Battle of 1836.

1848: By this date, the stone walls of the Long Barrack were stuccoed.

1850-1851: The stone walls of the Church were repaired. The west elevation gable was constructed. A second floor was added to the Church interior.

1877: The Long Barrack was sold to Honore Grenet, who opened a retail store and significantly altered the structure.

1879: A one-story building was added to the south wall of the Church. The building was first used as a fire station, and later a police substation.

1895: The second floor framing was removed from the Church. Masonry restoration work was recorded.

1896: The masonry was further restored, and layers of whitewash were removed from the west façade. The police substation on the south elevation was removed.

1906: Three windows and four doors on the north side of the Church were infilled with stone. The earth floor of the Church interior was covered with asphalt.

1911-1912: Alterations to the Long Barrack wall openings were made in an effort to restore it to the period of the U.S. Army occupation.

1913: After the masonry walls of the Long Barrack were damaged by a heavy rainfall, they were removed down to the top of the first floor. Only the west wall remains.

1936: A new flagstone on concrete floor was installed inside the Church.

1960-61: Windows and doors were replaced in the Church. A new mechanical system was installed that included air conditioning for the first time.

1965: The Long Barrack was developed for use as a museum. The walls were repaired and raised to a level height so that a flat roof could be installed. Wood frame windows with hand blown glass were set into the existing openings. A flagstone floor was installed in the interior.

1980: Emergency masonry repairs were made to the Church due to detached and falling stones.

1988: The front doors of the Church were replaced after being damaged by arson.

1993: A metal dampproofing course was installed along the entire length of the Church's south transept wall.

2012: The Church roof was treated with a fluid-applied acrylic system.

2013: Limited structural investigation was made of the Long Barrack prior to re-roofing. Investigation confirmed the presence of voids, mortar loss and the absence of masonry bonded to a back-up structure at the southwest corner.

2014: The Long Barrack was re-roofed with a SBS flat roofing system, which involved slightly extending the height of some of the building walls.

2015: As part of the Church Stabilization Project, masonry repairs were made at the west elevation.

2015: The southwest corner of the Long Barrack was stabilized. The corner was stitched together and the voids were filled using small diameter stainless steel rods inserted with compatible fluid grout.



Figure 7 - 2: The west elevation of the Alamo Church, 2016

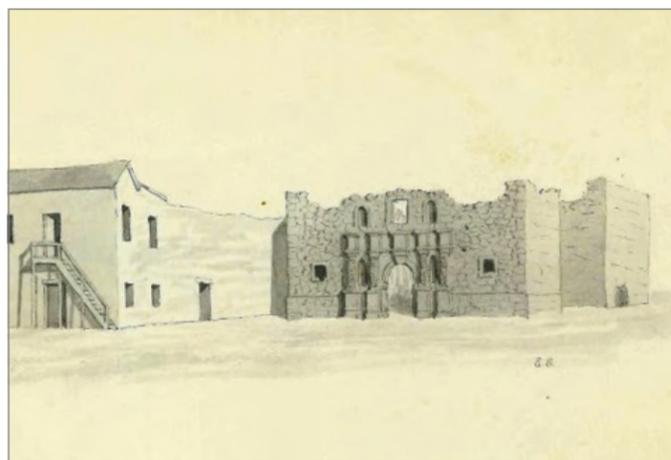


Figure 7 - 1: Sketch of the Alamo by Edward Everett, 1848. The Long Barrack was renovated by the U.S. Army but the Church had not yet been repaired. [National Archives and Records Administration]

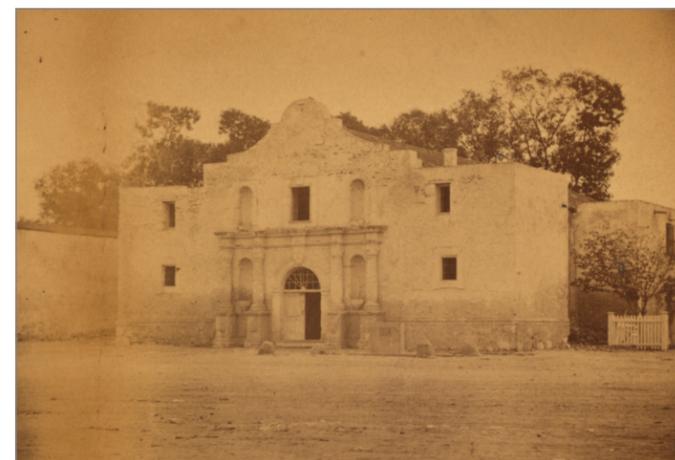


Figure 7 - 3: Photograph of the Church from the 1860s, with the west elevation gable and wood roof in place. A dark stain on the stone walls from the rising damp effect is evident. [From the New York Public Library]

## THE CHURCH AND LONG BARRACK ROOFS

Both the Church and Long Barrack have a history of long periods without roofing, exposing the masonry walls to the elements thus making the wall assemblies particularly vulnerable to water infiltration and deterioration.

### ROOFING CHRONOLOGY

1772: Construction work at Mission Valero was halted. The Church had no roof, though portions of the roof structure were in place. It was recorded that there was an arched cloister at the Long Barrack, which was enclosed on all sides except for the east.

1809-1810: Repairs were made to the Long Barrack's roofs.

1835: The ribs of the Church roof and the sanctuary vault were demolished.

1848: Prior to this date, a wood-shingled gable roof was constructed on the Long Barrack.

1850-1851: The Church was roofed, with wood framing and shingles.

1877: The Long Barrack was sold to Honore Grenet, who opened a retail store. Grenet installed a new tin roof and constructed covered wood-framed galleries along both sides of the north, west, and south walls of the Long Barrack.

1906: The Church and Long Barrack roofs were repaired and repainted.

1911-1912: The wood frame porch and roof construction of the Long Barrack was removed.

1920: A concrete barrel vault roof was installed on the Church.

1936: Lead-coated copper roofing was installed on the Church's concrete roof.

1965: The Long Barrack was developed for use as a museum. The structure had remained without a roof since 1912. The walls were repaired and raised to a level height so that a flat roof could be installed.

2012: The Church roof was treated with a fluid-applied acrylic system.

2014: The Long Barrack was re-roofed with a SBS flat roofing system, which involved slightly extending the height of the southwest corner.

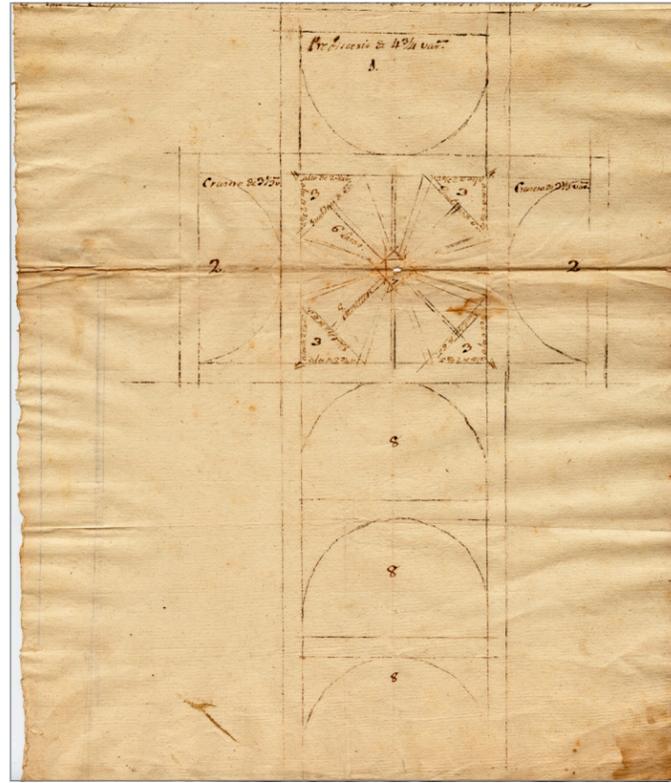


Figure 7-4: Sketch of proposed Church roof from 1810, never constructed. [Bexar Archives, di\_01745, The Dolph Briscoe Center for American History, The University of Texas at Austin]



Figure 7-7: Interior of the Church in 1890, view towards the east, with the U.S. Army era roof. [Courtesy of the San Antonio Conservation Society]

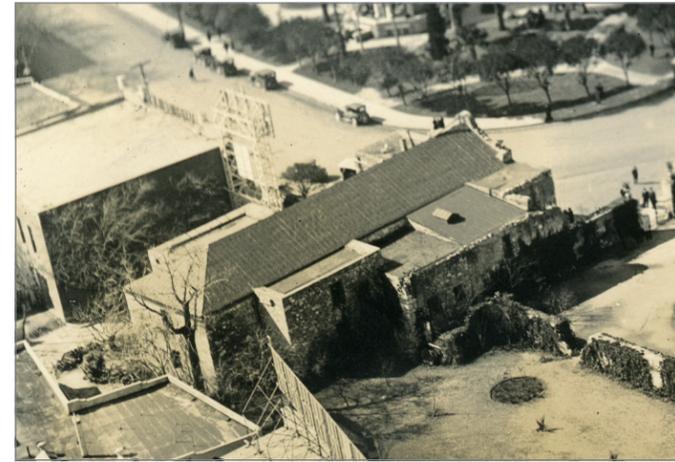


Figure 7-5: 1919 birdseye view of the Church from the northeast, showing the wood roof just prior to its replacement with a concrete barrel vault roof. [Courtesy of Lewis F. Fisher Collection]



Figure 7-6: 1927 photograph of the Church, after the concrete roof was installed in 1920. [[#083-0508], UTSA Special Collections - Institute of Texan Cultures]



Figure 7-8: Interior of the Church in 1930, view towards the east, following the installation of the concrete barrel roof. [[#069-8342], UTSA Special Collections - Institute of Texan Cultures]



Figure 7 - 10: Detail of 1875 Church photograph [#093-0382], UTSA Special Collections - Institute of Texan Cultures]



Figure 7 - 9: The entrance to the Church, 1880s. [From the New York Public Library]



Figure 7 - 11: The Church, 1870. [Lawrence J. Jones III Texas Photography Collection Ag 2008.0005, Harmon Arts Library, Southern Methodist University Library, Dallas, Texas]



Figure 7 - 12: The west elevation of the Alamo Church, 2016

### THE RELATIONSHIP TO THE GROUND SURFACE

One of the significant discoveries of the Master Plan is how the relationship of the Church to its site has changed over time.

Historic photographs indicate that the present “walking surface” is approximately 18 to 24 inches higher than the “historic living surface.”

This estimate is based on the following sources:

- Historic photographs
- Archaeology reports
- Field Reports from interventions along the south wall of the Church

While the impact of this condition on the architectural integrity and visual appearance of the Church may be significant, there are far more important reasons to be concerned about the changes in grade level.

The composition of the overburden on top of the historic surface is unclear. However, previous excavations have determined that the fill is comprised of:

- Flagstones
- Mortar setting bed
- Reinforced concrete and
- Gravel

These and other materials placed on top of the historic living surface may inhibit evaporation around the base of the building and be driving moisture to the most vulnerable elements, such as the porous masonry walls of the historic structure.

Understanding this condition and determining how it may affect the historic building is an important aspect of the conservation program driven not by aesthetic concerns but by significant building pathology issues.

**AS-FOUND DOCUMENTATION**

**LASER SCANNING**

The Design Team documented the building using laser scanning technology. Laser scanning was conducted to create a “point cloud” for three-dimensional documentation. The control points established for the laser scanning were also used for the orthophotography, creating a unified documentation system.

**ORTHOPHOTOGRAPHY**

The production of accurate and detailed base drawings was one of the first project tasks of the Master Plan. The Design Team produced orthophotography, or rectified photography, of the Church and Long Barrack, as well as the wall enclosing the east courtyard of the Long Barrack. The orthophotography provided the basis for preparing measured drawings and the detailed, accurate documentation of the existing conditions.

NOTE: Orthophotography is a process by which photographs are digitally transformed to eliminate lens and parallax distortion and rectified so that the surfaces depicted in the photographs correspond to the real world size and shape of the surfaces shown.



Figure 7 - 15: View of the west elevation point cloud.



Figure 7 - 16: Transverse section through the Church point cloud.

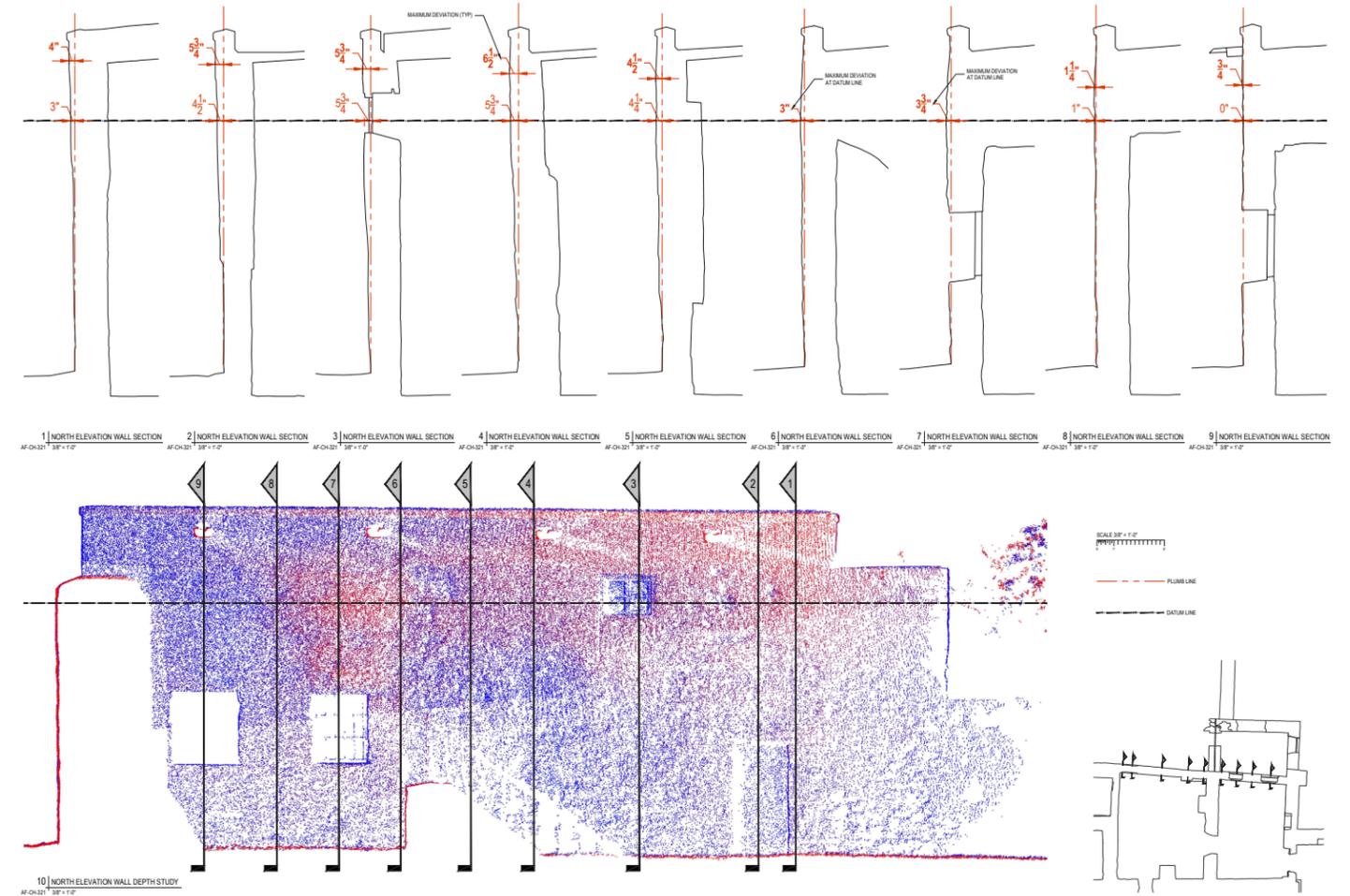


Figure 7 - 17: Documentation and identification of wall deformation using the point cloud.



Figure 7 - 18: Orthophotography, Long Barrack, Partial West Elevation, North Side



Figure 7 - 19: Orthophotography, Church, West Elevation



Figure 7 - 20: Orthophotography, Long Barrack, Partial West Elevation, South Side

#### MEASURED DRAWINGS

Upon completion of the orthophotography, PDP created measured AutoCAD drawings of the Church and Long Barrack in order to delineate the precise layout and configuration of the building's exterior envelope including both the interior and exterior masonry walls.

The laser scans, orthophotography and corresponding measured drawings provide a comprehensive and highly accurate representation of the existing building conditions, combining the three tools to form a versatile and multifaceted documentation system. This system allows for the clear identification of building materials and the near exact representation of the size and scope of specific conditions. The laser scan will provide a highly accurate three-dimensional documentation of the resource [accuracy can be within 1/16th of an inch], while the orthophotography will provide detailed color, texture and surface condition information.

The level of documentation produced by the laser scan, orthophotography and the measured drawings provide a highly accurate record of the present state of the resource and can be used to provide a reference document for the building assessments undertaken by the Project Team, as well as a baseline to monitor deterioration and changes over time.

### DISCOLORATION AROUND THE BASE OF THE BUILDING

One of the prominent conditions of the Church, and of the Long Barrack to a lesser extent, is a discolored zone encircling the base of both buildings that extends four to seven feet above grade. The configuration, extent and intensity of this condition appears to have changed over time; however, the staining and discoloration present at the base of the building today is evident on all known historic photographs of the structure.

There are several theories regarding the cause of this condition. For additional information, please refer to the full Master Plan document.



**Figure 7 - 21:** Photograph of the Church from 1875, with the wood framed gable roof. The mid-19th century living ground surface is visible, as is the wall discoloration. [[093-0382] UTSA Special Collections – Institute of Texan Cultures]



**Figure 7 - 22:** The Church in 1889, just prior to the city's installation of wood paving blocks in Alamo Plaza. [Courtesy Museum and Library I [(1969002)], Hagley Museum and Library, Wilmington, DE 19807]



**Figure 7 - 23:** 1912 Birdseye view of the Church from the south, showing the wall discoloration. [Lewis F. Fisher Collection]



**Figure 7 - 24:** Tourist photo from 1913 with wall discoloration at the Church and Long Barrack. [Courtesy of Christopher Hutson]



**Figure 7 - 25:** Stone particles and flakes were evident at the base of the interior Sacristy walls during August 2016 when the cleaning personnel did not clean for two [2] weeks while the Project Team was conducting their survey.



**Figure 7 - 26:** There is significant stone deterioration on the south and east interior elevations of the Church at the line of rising damp and efflorescence where there is also evidence of deteriorated and missing mortar.



## ASSESSMENT

The goal of the Master Plan Assessment was to provide an overview of existing conditions and identify the general extent, severity and types of deterioration present in the building envelopes of both the Church and the Long Barrack. The Project Team documented and mapped the general locations and patterns of stone and mortar deterioration, soiling and biological staining, and water infiltration and rainwater runoff including rising and falling damp. The mapping of general patterns of deterioration is the first step in identifying the active deterioration mechanisms.

## CONDITIONS / FINDINGS

The following conditions were observed as part of the initial assessment conducted as part of the Master Plan, and represent the primary conditions associated with masonry deterioration and distress at the Church and Long Barrack:

### 1. Structural

- Wall Assemblies
  - Voids in Masonry Walls
  - Deformed, Bulging Walls
  - Absence of Bond between Inner and Outer Wythes
- Concrete Roof Structure and Parapet Walls
  - Corroded and Exposed Reinforcing
  - Near End of Useful Life
- Sacristy
  - Truncated Vault
  - Cracks, Displaced Stone, and Voids

The potential impact of the loads imposed on the historic structure from the concrete roof, as well as the behavior of the connections between the concrete structure and the masonry are areas of concern.

### 2. Masonry

- Stone Types Variable
  - Deterioration Variable According to Stone Type
  - Soft, Porous Stone
  - Clay Content in Stone
- Crumbling and Missing Mortar

### 3. Moisture

- Moisture Infiltration
- Rising Damp
- Falling Damp

- Moisture Transport
- Salts
- Biological Growth

## CONSERVATION PROGRAM

Following the initial condition assessment, the Project Team identified several deterioration mechanisms at work at both the Church and the Long Barrack. The number of deterioration mechanisms, their interface with each other, and the long term impacts on the long term preservation of the historic structure need to be studied carefully and fully understood before any interventions are made.

The Project Team recommends that a **Comprehensive Conservation Program** be implemented which would be organized in the following phases:

- A. Phase 1: Detailed Analysis
- B. Phase 2: Monitoring
- C. Phase 3: Testing of Proposed Conservation Methods
- D. Phase 4: Implementation of Conservation

**Phase 1** [Detailed Analysis] will include:

#### 1. Detailed Documentation:

- Mapping of Stone Types and Conditions
- Mapping of Mortar Types
- Mapping of Types and Quantities of Salts

This would be a stone-by-stone documentation effort.

#### 2. Materials Analysis / Testing / Samples:

- Mortar Properties
- Stone Properties, including Clay Content
- Concrete Properties
- Corrosion Testing
- Salt Composition and Quantification
- Soil Properties
- Finishes
- Test Pits
- Geotechnical Analysis

#### 3. Non-Destructive Evaluation [NDE]:

- Voids and Stone Depth Mapping
- Infrared Thermal Imaging
- Concrete Evaluation

#### 4. Probes / Archaeology:

- Wall Probes
- Roof Probes
- Parapet Assembly Verification

**Phase 2** [Monitoring] will include the following:

- Interior and Exterior Atmospheric Conditions
- Soil Moisture and Groundwater Levels
- Wall Moisture

**Phase 3** [Testing of Proposed Conservation Methods] will involve the testing of potential treatment options prior to selecting them for long term use.

**Phase 4** [Implementation of Conservation] will be the actual conservation and restoration work.

The entire program is projected to last approximately four years and it is envisioned that the Church will remain open to the public, albeit with some inconvenience.

## SUMMARY - KEY POINTS:

- **The Significance of the Church and the Long Barrack:** The most significant historic structures remaining on the Alamo site are the Church and the Long Barrack. They are not only important to Texas history for their role in the Battle of 1836, but they remain as artifacts of the 18th century Spanish mission San Antonio de Valero with national and international significance. The Alamo is designated a National Historic Landmark and a World Heritage Site; therefore, the preservation of these historic buildings is critical to the successful preservation and interpretation of the entire site.
  - Without the Church and Long Barrack, there is no site.
- **Conservation Program:** Given the significance of the mission period artifacts and the complexity of the deterioration and moisture issues, it is critical to institute a comprehensive program of detailed documentation, materials analysis / testing, non-destructive evaluation, destructive probes and monitoring so that the deterioration mechanisms and moisture sources are fully understood before conservation treatments are designed and implemented.
- **Implementation of the Master Plan:** The conservation and interpretation of the Church and Long Barrack will drive the implementation of the Master Plan.





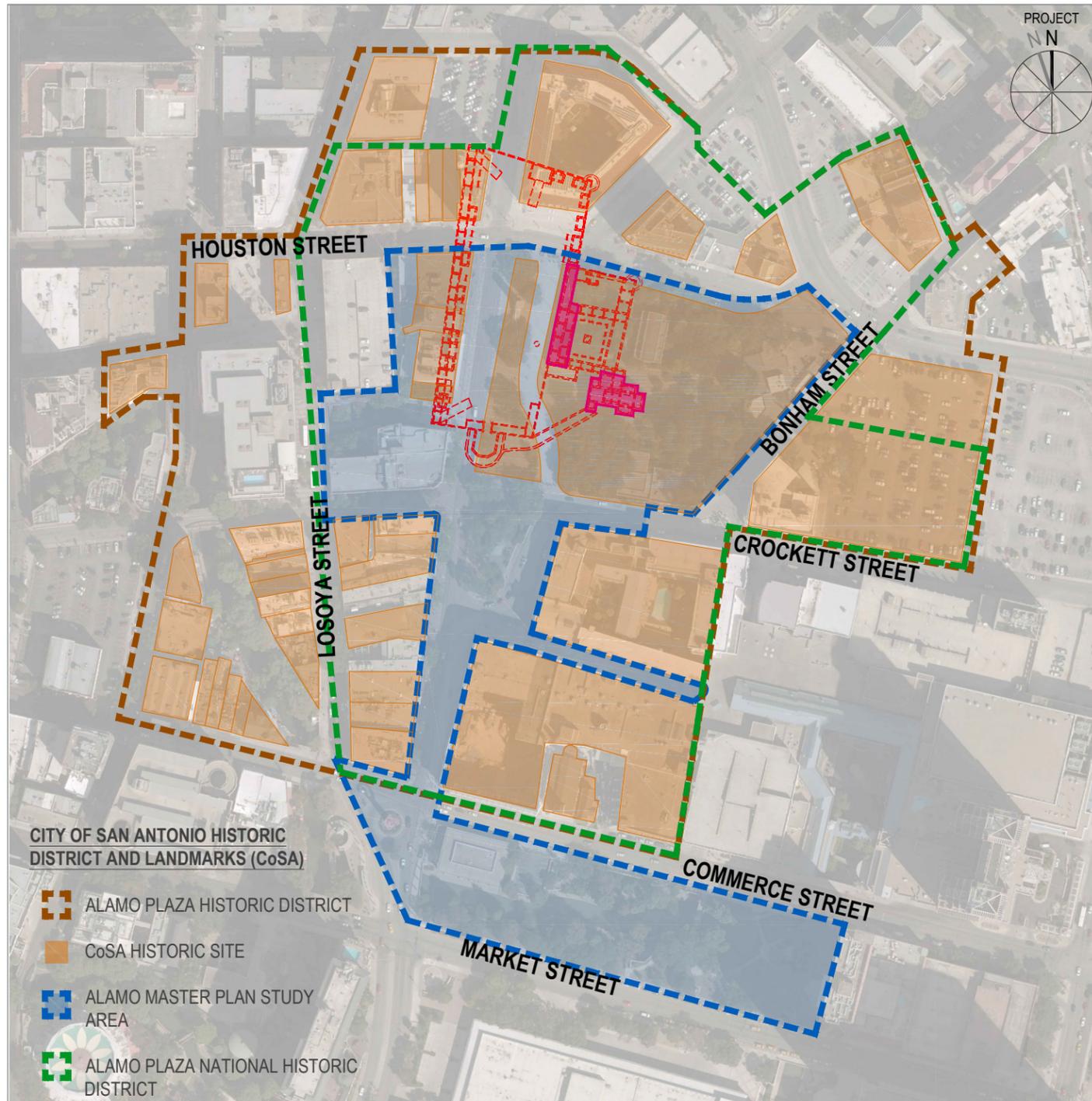


Figure 8 - 1: Diagram of Alamo Historic Districts and Landmarks

## CREATING A VISION

The existing conditions, i.e. a public plaza, roadways, buses, and a cacophony of activities that have no relationship to the historic site against the walled, lush garden behind the Church, create the impression that this was the historic mission site.

The presence of an interpreted acequia and a number of buildings constructed in a Colonial Revival vocabulary contribute further to this confusion.

One of the goals of the Master Plan is to re-establish clarity, order, and organization through physical evidence, interpretation, and exhibits, allowing all users of the site to intuitively understand where the historic courtyard was, what the historic perimeter was, and where the evolution of the City of San Antonio and other initiatives, such as the 1936 Garden, took their own course.

The existing configuration of Alamo Plaza, Alamo Street and the surrounding historic district provide the framework to organize the project area in three primary zones:

- **Zone 1** [between Market and Commerce Streets]
- **Zone 2** [from Commerce to Crockett Streets] and
- **Zone 3** [from Crockett to Houston Streets and from Losoya to Bonham Streets]

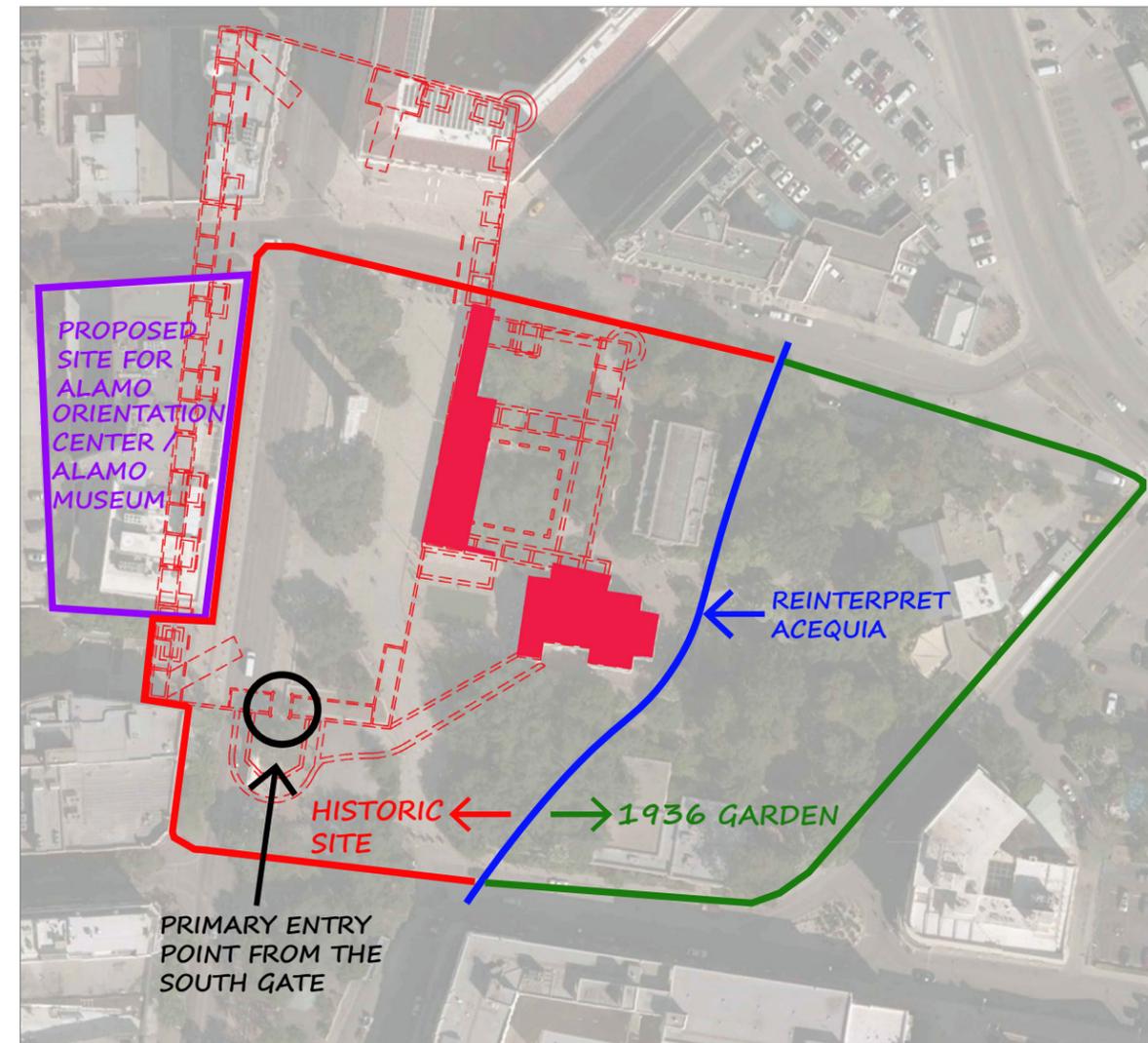


Figure 8 - 2: Schematic Plan of the Alamo Mission Compound and Extended Site

### ORGANIZATION OF THE STUDY AREA

The focal point of the project area is the historic Courtyard [Area 1].

Historic evidence based on archaeology, research and interpretation can help recapture the mission courtyard. Removing layers of twentieth century construction and celebrating archaeological discoveries will help delineate the locations of the South Wall and Gate, as well as set the east and west boundaries.

The Courtyard will ultimately be the connecting tissue between Houston and Crockett Streets; the Crockett Block buildings proposed to be repurposed to house a World Class Museum; the restored Church and Long Barrack; and a pedestrian area south of Crockett Street that will provide opportunities for connections with the many other important places of the Downtown area.



Figure 8 - 3: Diagram of Study Area Organization

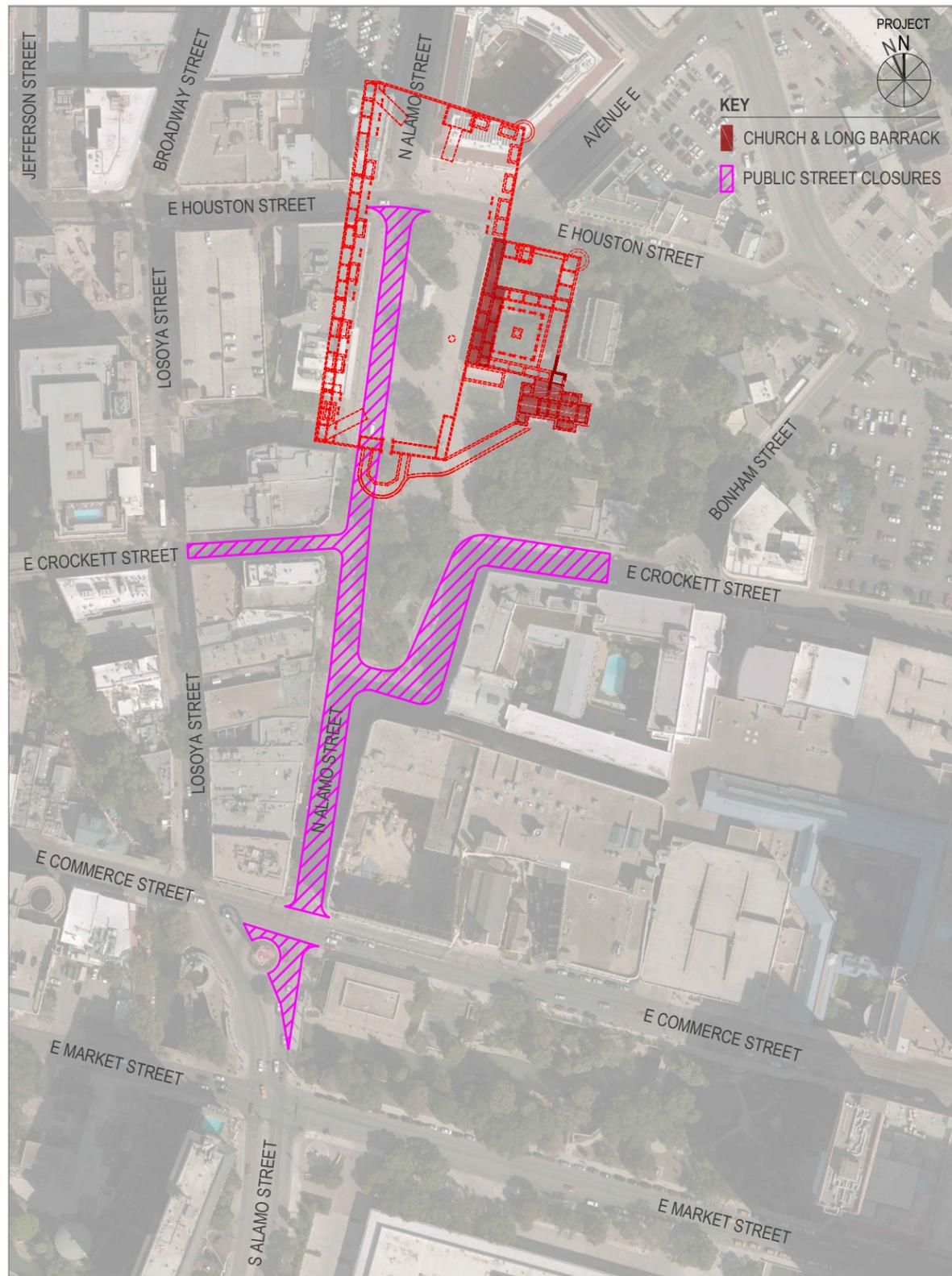


Figure 8 - 4: Proposed street closures

### IMPACT OF CLOSING OF STREETS

The Master Plan proposes that Alamo and Crockett Streets be closed within the boundaries of the project area. Traffic will be diverted elsewhere.

Traffic engineering studies indicate that there will be minimal impact from these closures.

It is important to note that the City's 2017 Bond Program includes several initiatives that propose changes to traffic patterns outside the boundaries of the project.

The City will update the downtown traffic study to address the issues associated with all traffic improvements and changes in a holistic manner.

**COURTYARD**

- The mission compound courtyard is reinterpreted as a space for education, tourism and inspiration
- Native planting and shade trees provide comfort for visitors
- The living surface is lowered to its mission-era elevation, approximately 15 inches below the present grade

A clearly defined space re-emerges.

**COURTYARD**

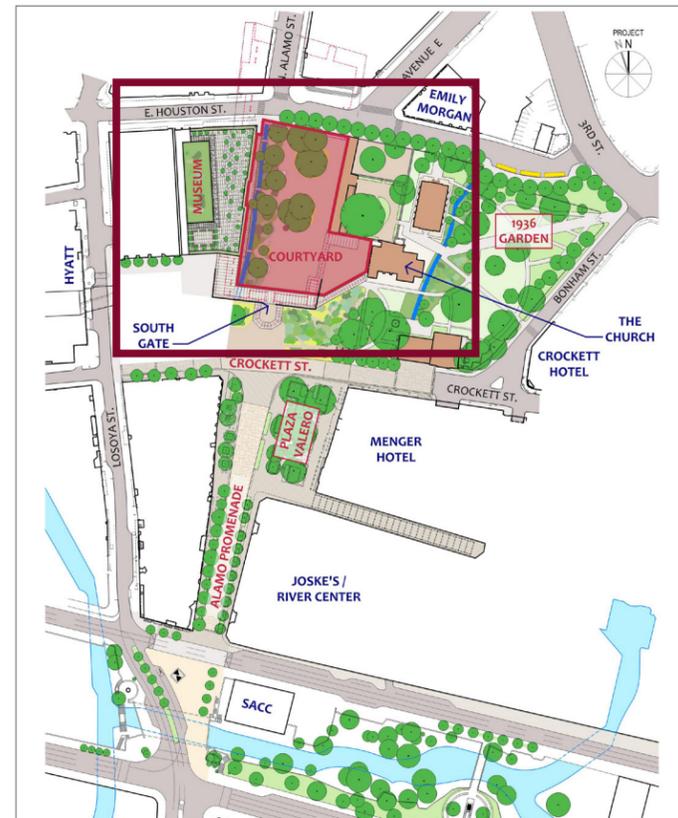


Figure 8 - 5: Courtyard



Figure 8 - 7: Iconic View of Church, Facing East

**VIEWSHED**

The West elevation of the Church is an iconic image for visitors to the Alamo. To protect that visual experience, the City has passed a viewshed ordinance which limits construction and development activities immediately behind the Church.

With the reorientation of the visitor through the South Gate, additional protection should be provided for the surrounding area and views from that approach. Utilizing a second viewshed protection marker at the location of the entrance to the Historic Site will provide greater visual continuity surrounding the Alamo complex.

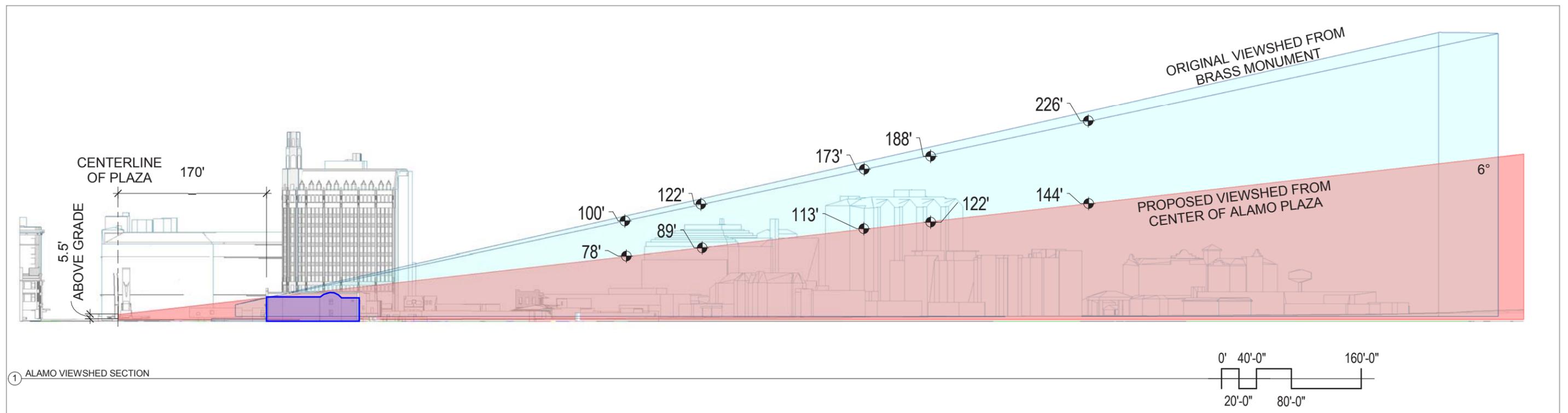


Figure 8 - 6: Proposed Alamo viewshed section facing North, noting the potential impacts of development behind the iconic facade of the Church

## THE CENOTAPH

The Assessment of the Cenotaph indicates that there are significant structural and deterioration concerns regarding the Cenotaph. The Master Plan proposes the following:

- Undertake a detailed laser scan of both the exterior and the interior of the structure to create an accurate set of “as – found” conditions.
- Carefully disassemble the structure and conserve all the marble sections in a controlled environment.
- Provide a new structure [non – corrosive assembly instead of reinforced concrete]

Several potential locations were considered. The proposed location is in the Linear Park [between Commerce and Market Streets], where historic research indicates that there was a funeral pyre nearby. This location will provide appropriate context and symbolism for the structure.



Figure 8 - 8: Aerial view of Alamo Plaza in 1931, prior to the construction of the Cenotaph [[#083-1031], [SA Light], UTSA Special Collections - Institute of Texan Cultures]



Figure 8 - 9: Birdseye view of Alamo Plaza in 1940, looking toward the southeast. [[#069-8372] UTSA Special Collections - Institute of Texan Cultures]

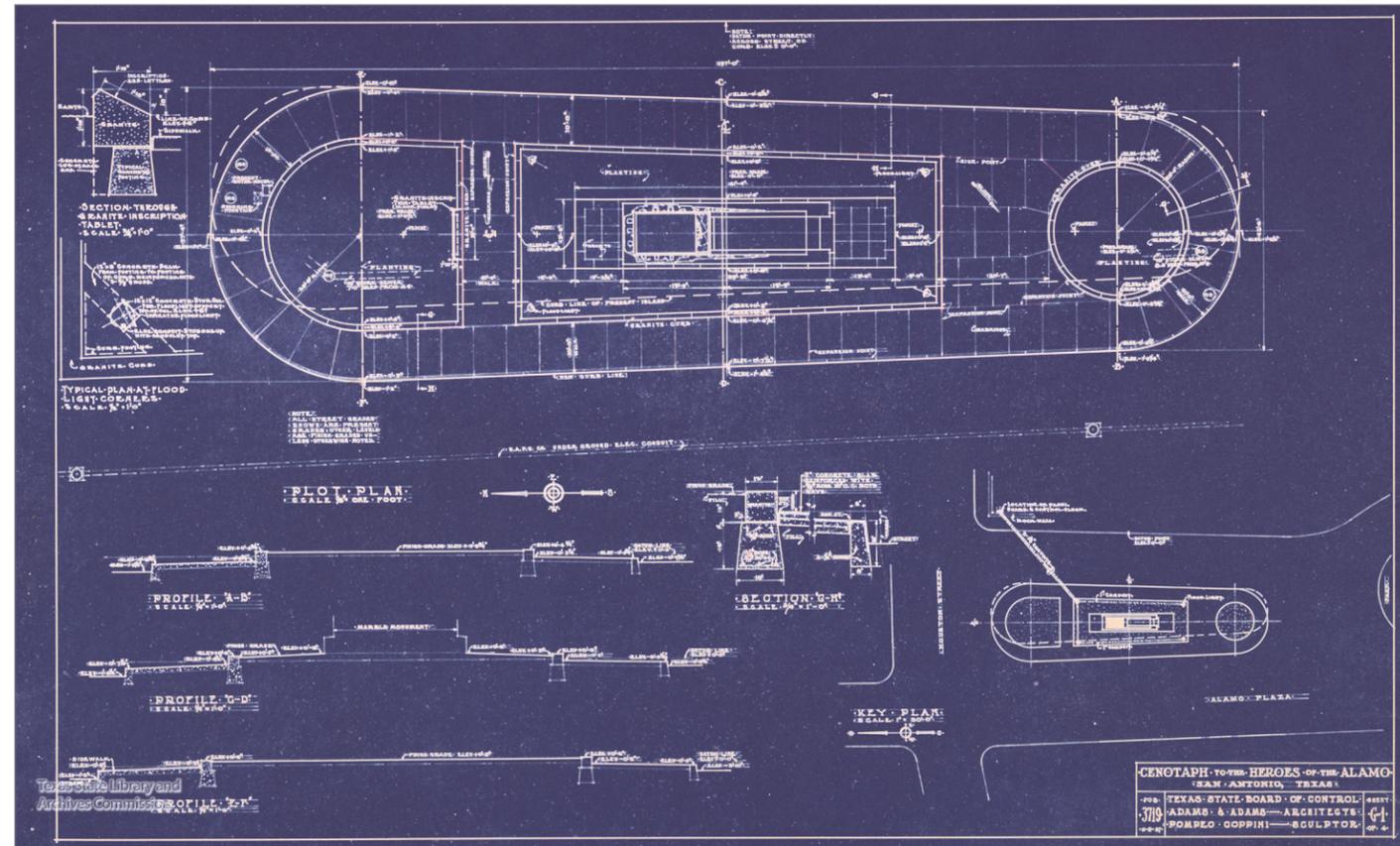


Figure 8 - 11: 1937 plan and details drawing of the Alamo Cenotaph by architect Adams & Adams, designed and executed by the sculptor Pompeo Coppini. [Blueprints and Drawings Collection, Archives and Information Services Division, Texas State Library and Archives Commission]

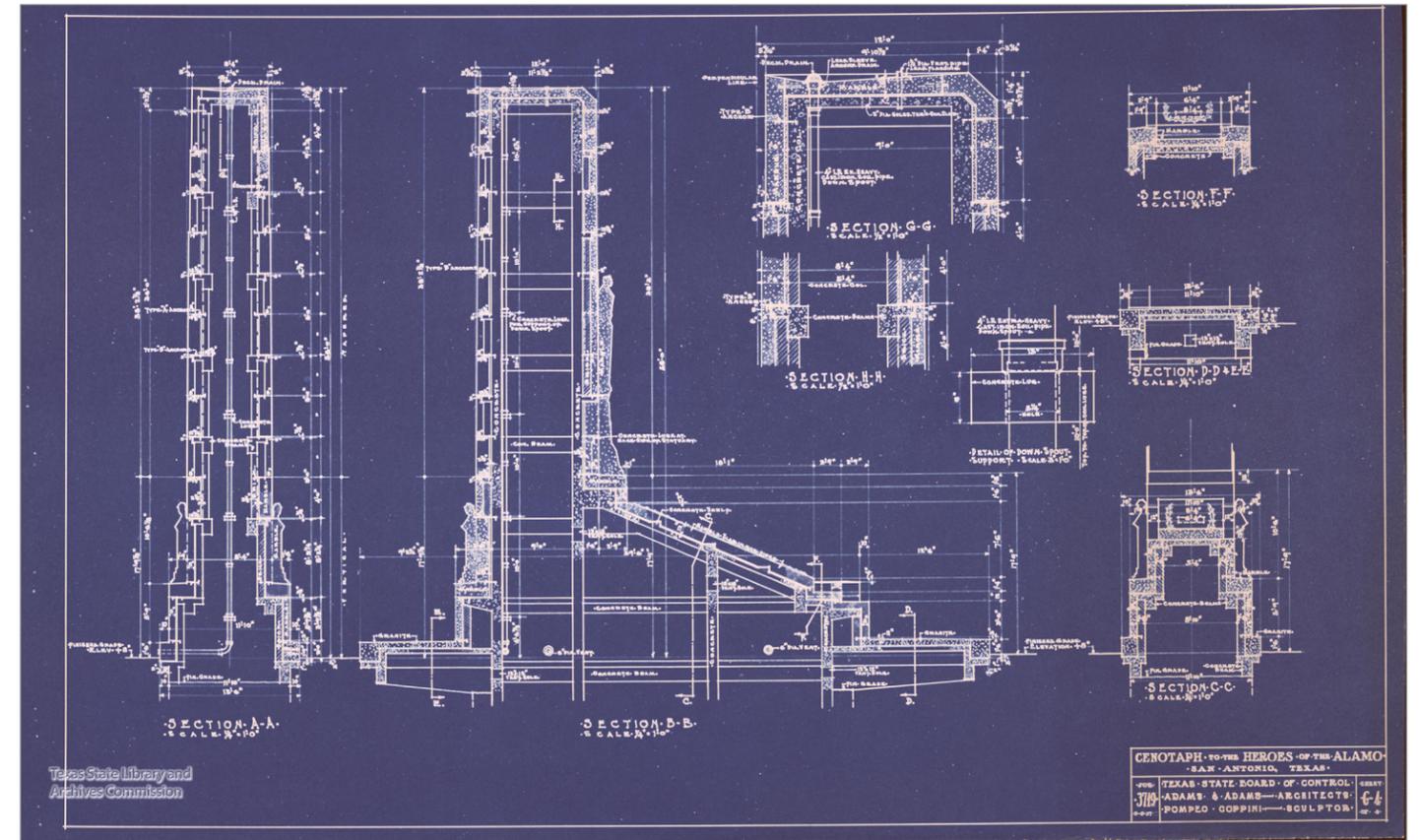
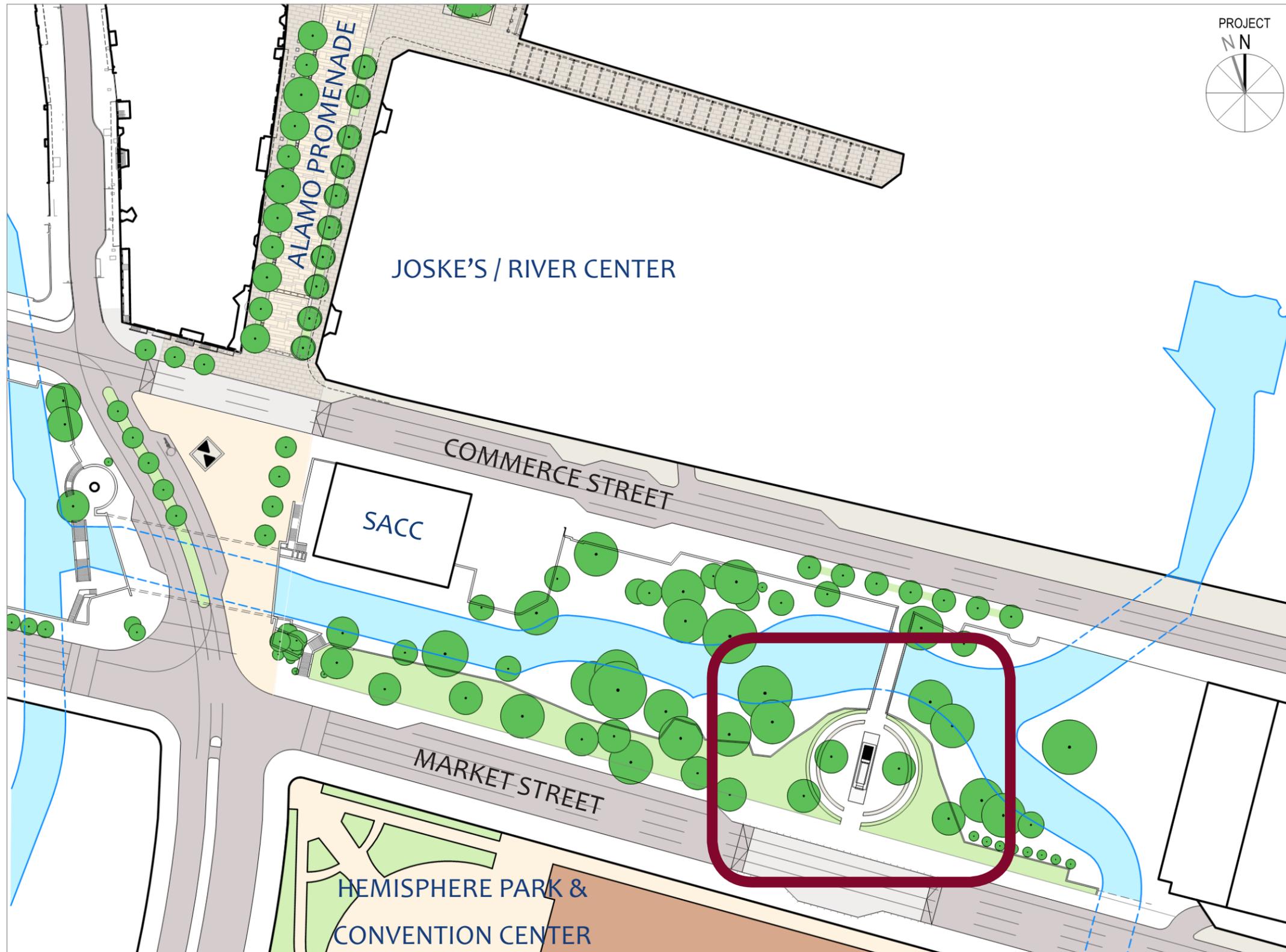


Figure 8 - 10: 1937 section drawings of the Alamo Cenotaph by architect Adams & Adams, designed and executed by the sculptor Pompeo Coppini. [Blueprints and Drawings Collection, Archives and Information Services Division, Texas State Library and Archives Commission]



### LINEAR PARK

- Main Entry Plaza and beginning of journey to the Alamo
- A connection is established southward to the other Missions
- Raised pedestrian crossing and bus drop-off areas on Commerce Street to slow traffic
- 12 newly-planted trees and other vegetation provide shade and staging areas
- Plaza provides ease of movement at this hub of urban mobility and connectivity, limiting conflicts and improving safety
- The Cenotaph will be relocated near a funeral pyre, a place of significance and contemplation
- A space framed by trees and the river will honorably receive this prominent monument
- Surrounding pavement, lighting and planting will shape the space for the group tours, visitors and passers by

### LINEAR PARK

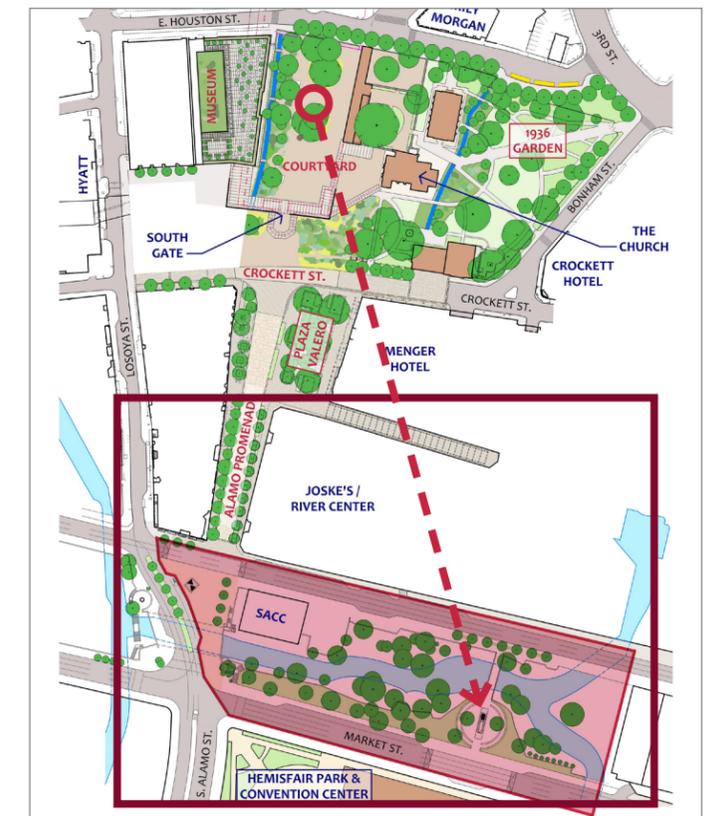


Figure 8 - 12: Linear Park

**ALAMO PROMENADE**

- Generous space fosters diverse uses
- Wide, central stone-paved walk welcomes pedestrians and provides for event, service and emergency access
- Shaded stone paved walkways along shops offer easy access and seating
- 21 new trees provide shade
- Linear gardens add flowers and capture rain water

**ALAMO PROMENADE**

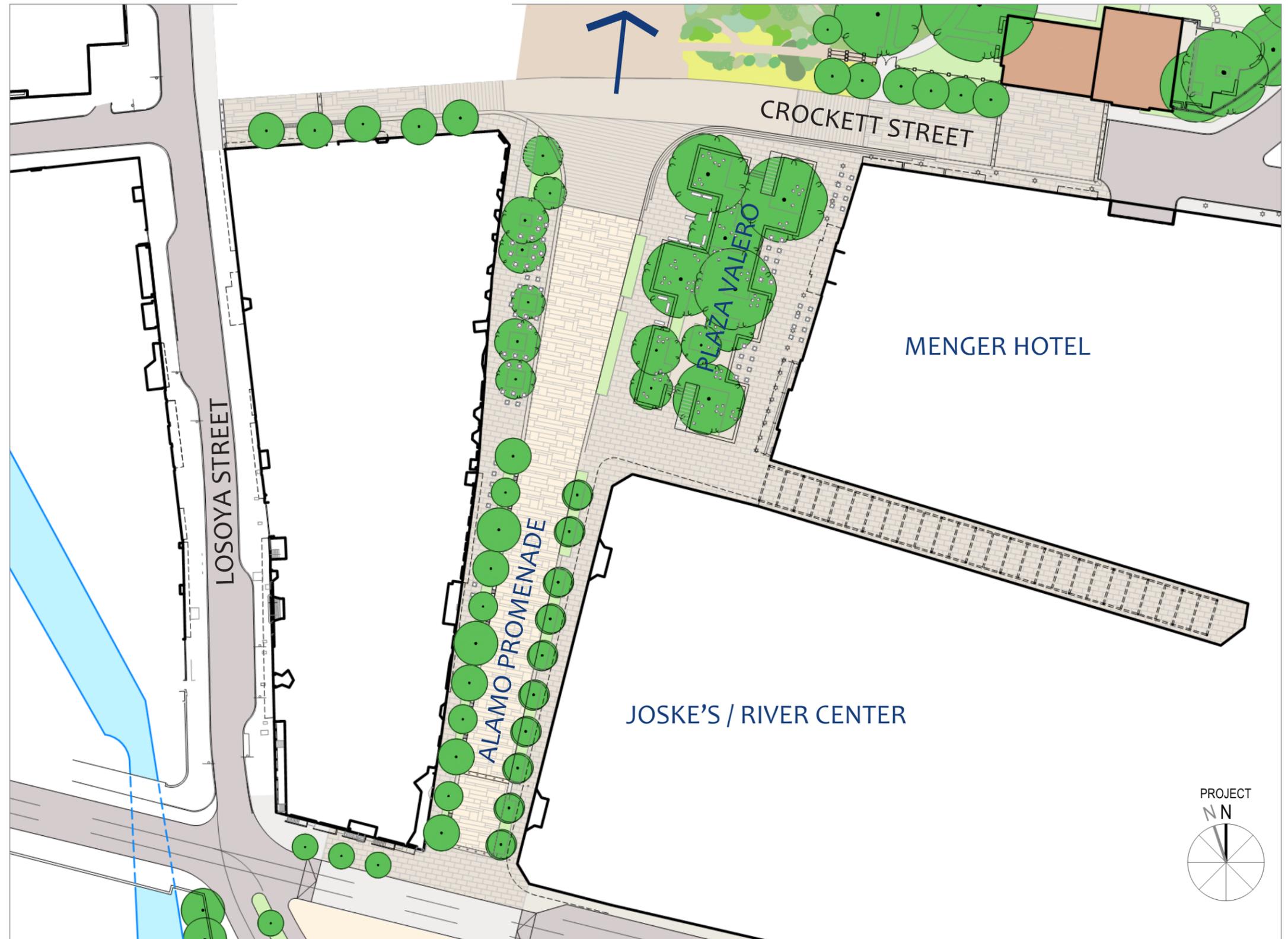
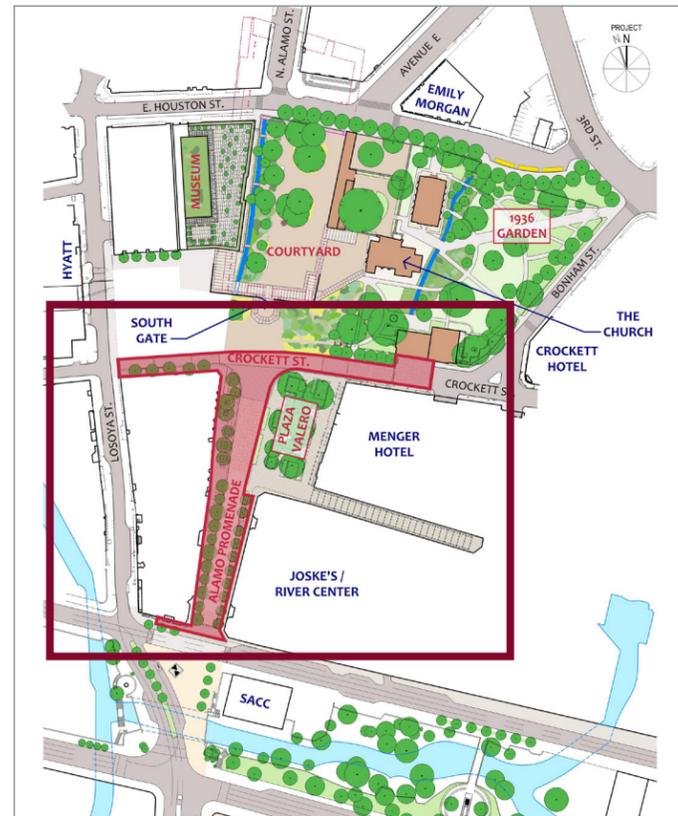
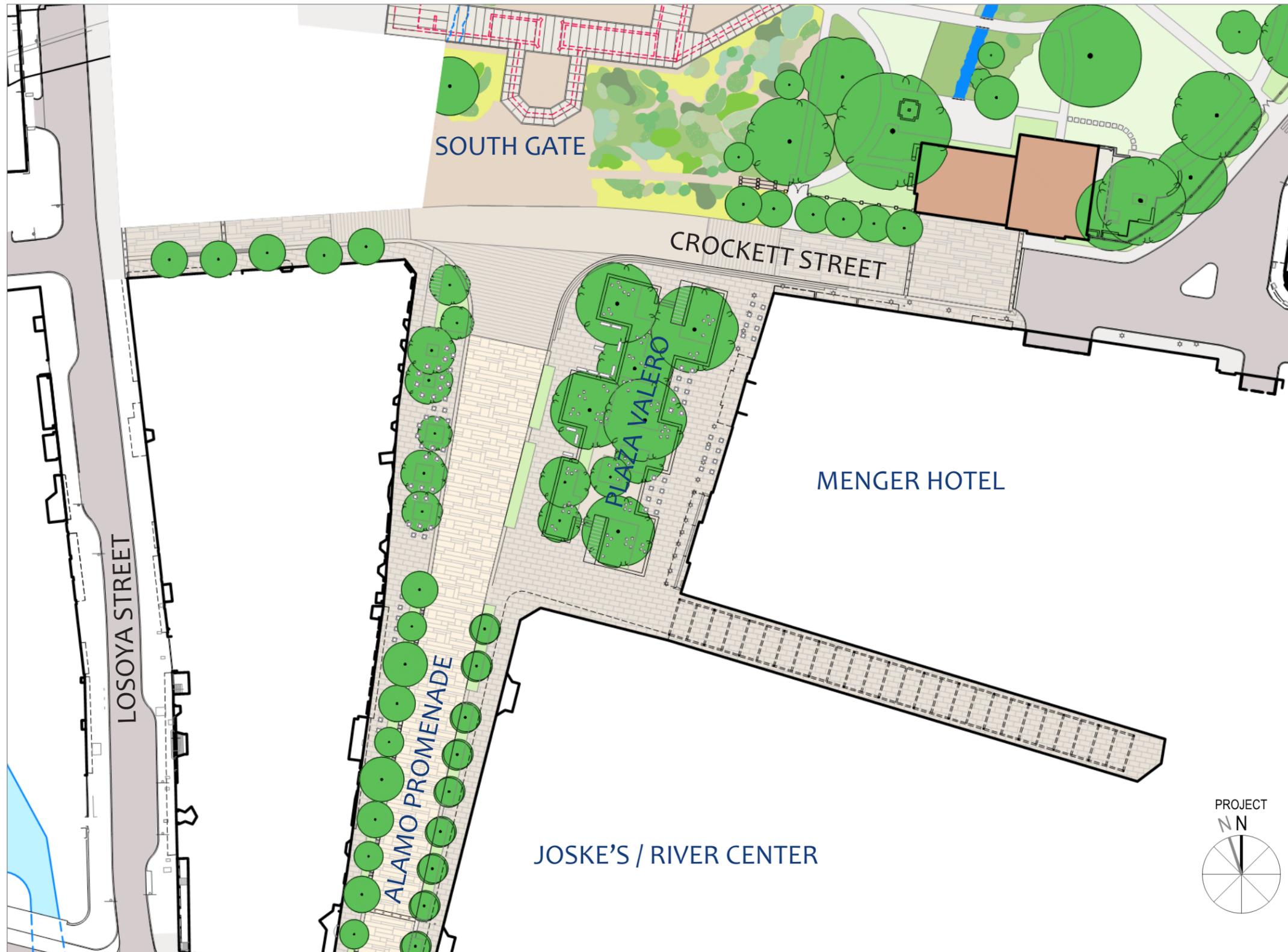


Figure 8 - 13: Promenade



**PLAZA VALERO**

- Creates a new shaded civic space
- Enlivens the Alamo Historic District facing the Reimagined Alamo
- Transplanted large live oak trees from Alamo Plaza add grandeur and comfort
- Raised stone-faced platform provides a prominently vantage point to view the Reimagined Alamo
- Beautiful random stone paving defines pedestrian zones
- Larger paving stones signals the former street, offering flexibility for events and civic ceremonies

**PLAZA VALERO**

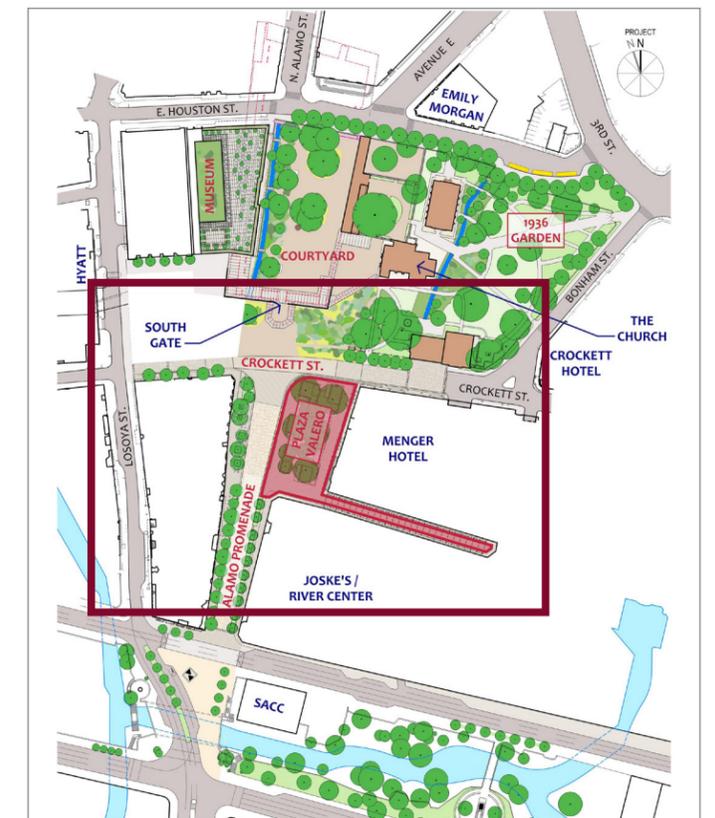


Figure 8 - 14: Plaza Valero

**SOUTH GATE**

- Protected pedestrian use improves access, views and safety
- East-to-West connectivity is maintained across the site
- 11 new trees provide shade
- Pavement gradually drops down, transitioning to the South Gate of the Reimagined Alamo

**SOUTH GATE**

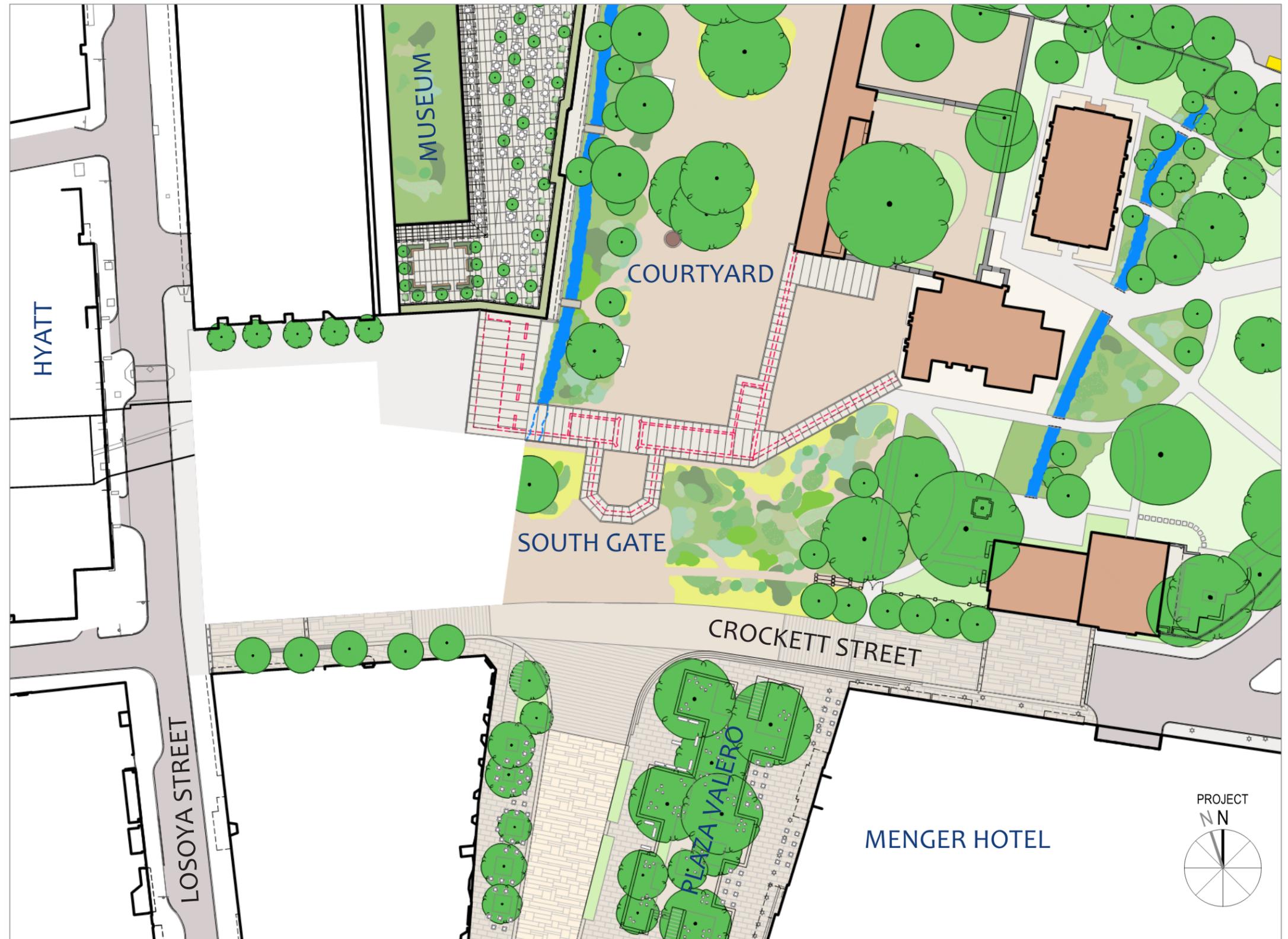
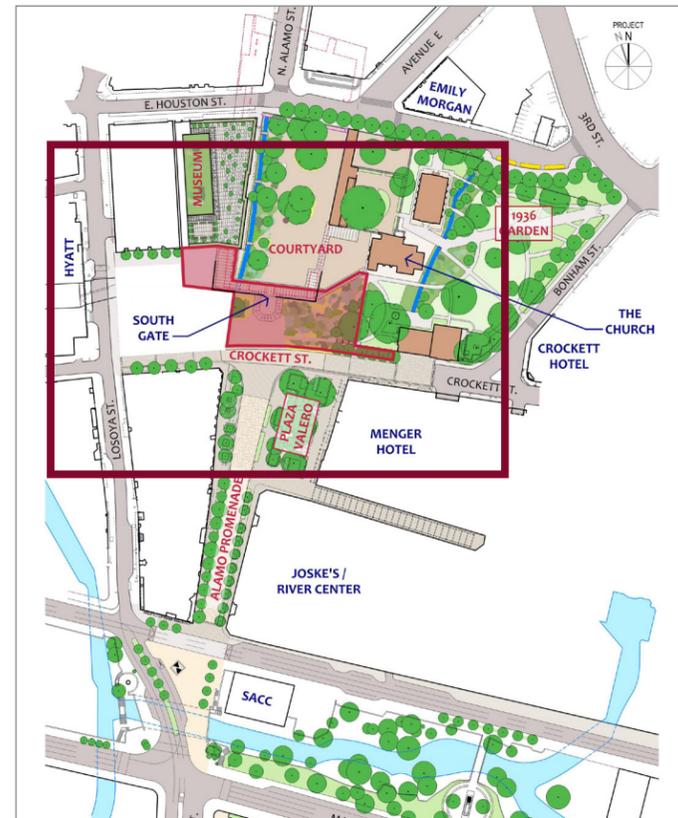


Figure 8 - 15: South Gate



**ALAMO MUSEUM BUILDING & ALAMO VISITOR ORIENTATION CENTER**

- A historic block of buildings are used as the museum.
- Original facades from the late nineteenth and early twentieth centuries are preserved
- Public space from the Courtyard, South Gate and the city extends into the building and culminates in an open-air roof terrace
- A world-class museum will educate and enlighten visitors about the complexity of the history of the Alamo and the significance of key events

**MUSEUM**

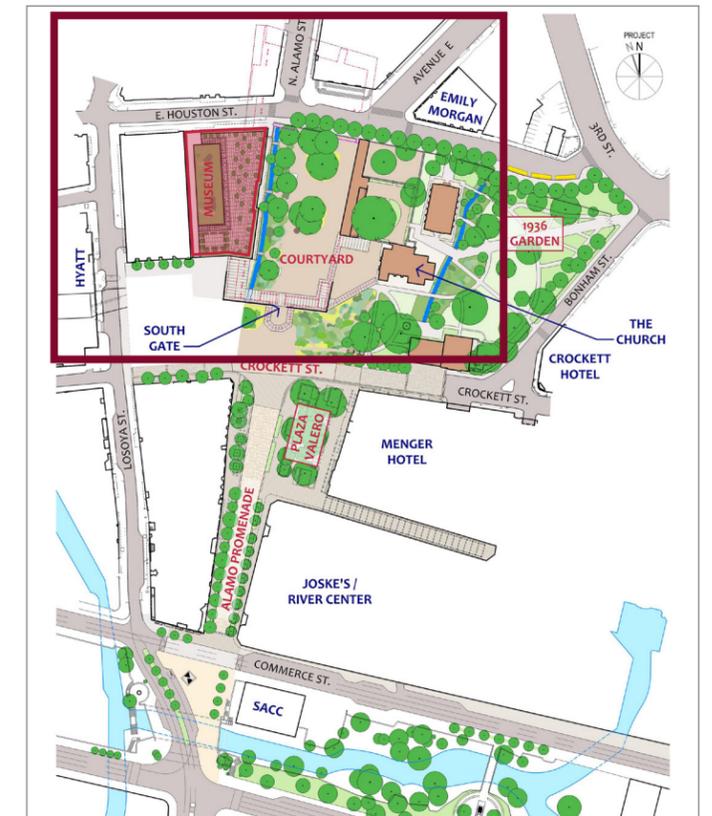


Figure 8 - 16: Promenade

**ALAMO MUSEUM BUILDING & ALAMO VISITOR ORIENTATION CENTER:**

1. The facility will contain approximately 135,000 gross square feet of space. To achieve this, the footprint of the site will have to include additional space, currently being open and / or part of the alleyway / passage.
2. There will be five levels:
  - Ground Floor / Basement
  - First Floor
  - Second Floor
  - Third Floor
  - Roof Garden.

3. Approximately 50,000 sf will be for gallery and exhibit areas. It is proposed that an entire floor be dedicated to the 1836 Battle.
4. The facades will be retained and restored.

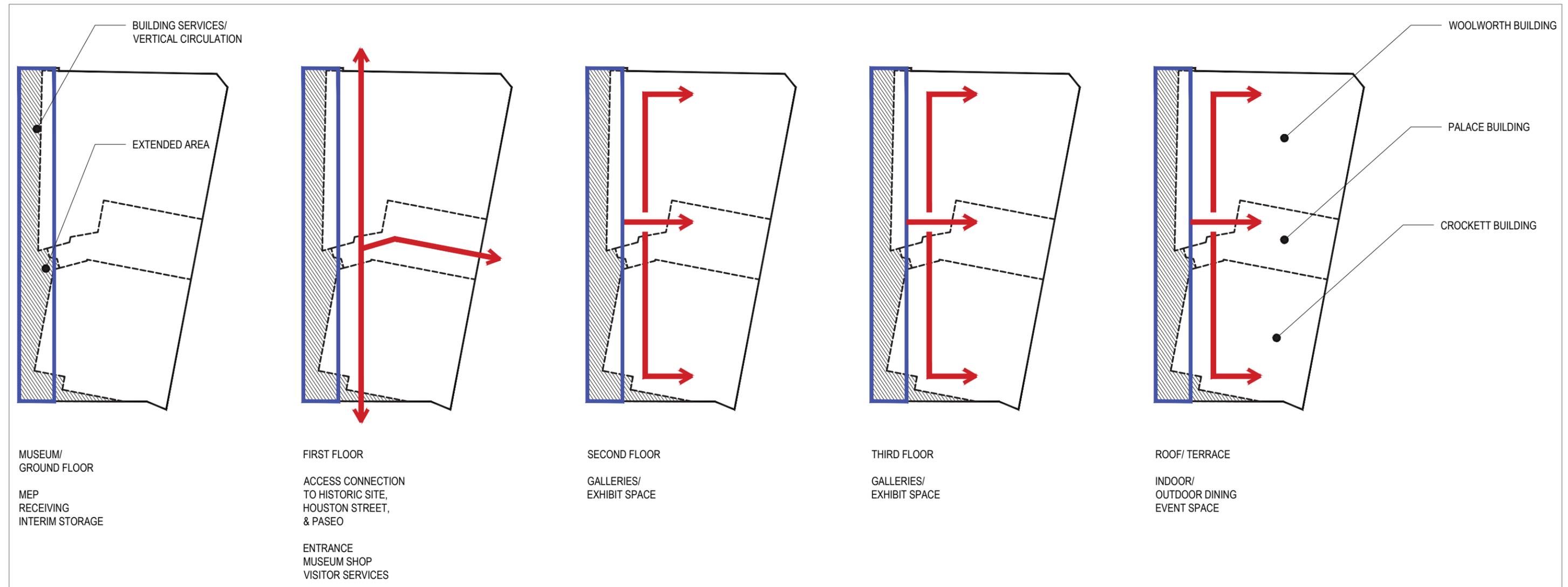


Figure 8 - 17: Diagram of the World Class Museum notating program elements and circulation.



Figure 8 - 18: 1936 Garden

### 1936 GARDEN

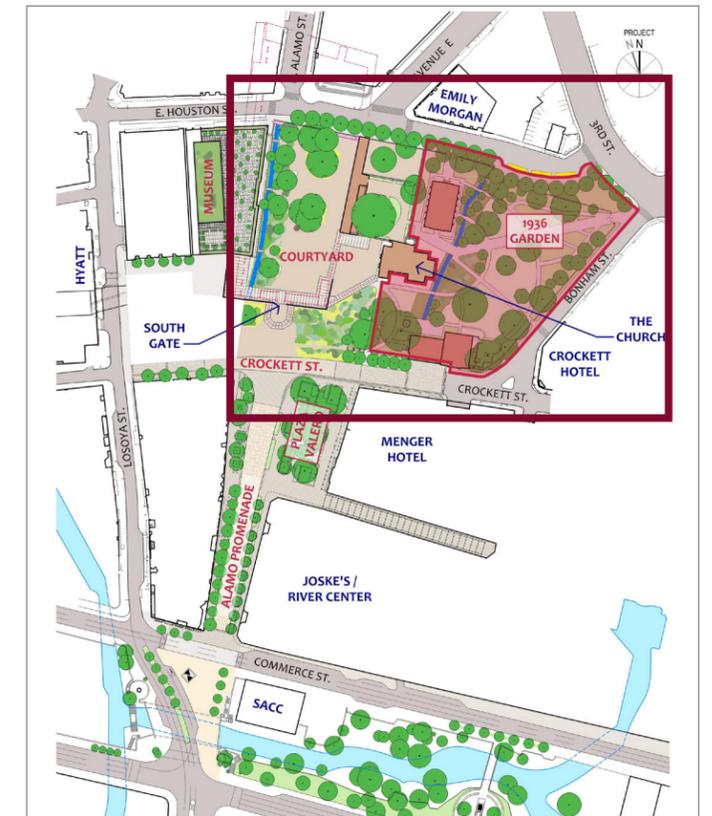
Since its completion, the Garden has lost important features, including its original design intent.

The Master Plan proposes that:

- The service structures on the northeast corner of the site be removed and the original design be reestablished.
- Clarity in the landscape should be restored by removing intrusions
- The stone walls [non – historic] be lowered and a fence be installed to provide a visual connection between inside and outside
- Multiple gates be installed to allow access to site from several directions
- The Acequia be reinterpreted properly with an interpretive exhibit
- The structures be refurbished and adaptively reused to create visitor amenities

The overall goal is to make the 1936 Garden an inviting site, an amenity to be used by the public and an area for visitors to spend time in a comfortable landscape.

### 1936 GARDEN



## THE PROPOSED PLAN:

- Focuses on the **conservation of the Church and the Long Barrack** and their long term protection
- Provides additional strategies for **enhanced protection of the critical viewsheds**, as well as sound and light pollution
- Recaptures the **historic footprint** of the mission site and **restores dignity and reverence**
- Creates **new interpretive opportunities** to tell the multiple stories associated with the site, from the pre-Colonial era to the present time
- Allows for a “period neutral” interpretation
- Increases the total amount of **public space** to over 12 usable acres and adds **63 new trees**, while retaining the existing ones
- Has multiple access points that **provide connectivity** to other important areas of the city
- Creates a setting that allows the past, the present and the future to co-exist, from quiet gatherings to first amendment protests and educational opportunities for school children to private moments of repose for adults.

Public feedback indicates that there are concerns to be addressed, including:

- Potential impacts from closing of Alamo Street
- Interpretive walls
- Environmental comfort and shade
- Relocation of the Cenotaph

Additional public engagement is anticipated in the design phase of the project to address these issues. In addition, the Management Committee and the Master Plan Team propose that a Peer Review by experts in all of the key disciplines of the project be convened to provide an independent view and feedback.





## SEQUENCE OF IMPLEMENTATION AND SCHEDULE

There are several critical elements that will drive the implementation of the Master Plan:

### End Date:

The key milestone in the Sequence and Schedule is the end date of the Project, assuming that start of 2024 is the end date to be achieved. This date, along with the March 6 [2024] commemoration, indicates that the actual completion date needs to be December 31, 2023, that is, approximately six and one half years from the present time, i.e. July 1, 2017.

### Church and Long Barrack:

The dire condition of the Church and similar concerns about the Long Barrack dictate that the proposed conservation program for the Church and the required repairs need to begin immediately to ensure that the serious, ongoing deterioration is arrested and the deterioration mechanisms are managed and monitored. It is anticipated that the total program will require approximately four years.

### Historic Research and Archaeology:

The historic research and archaeology necessary to inform the interpretation of the site and provide the information needed to shape the exhibit and interpretive program for both the site and the proposed Alamo Museum and Alamo Visitor Orientation Center need to begin as early as Fall 2017. Since these activities will be funded through state funding [GLO], the conveyance of the plaza and associated public right – of - ways should be completed as early as Fall 2017.

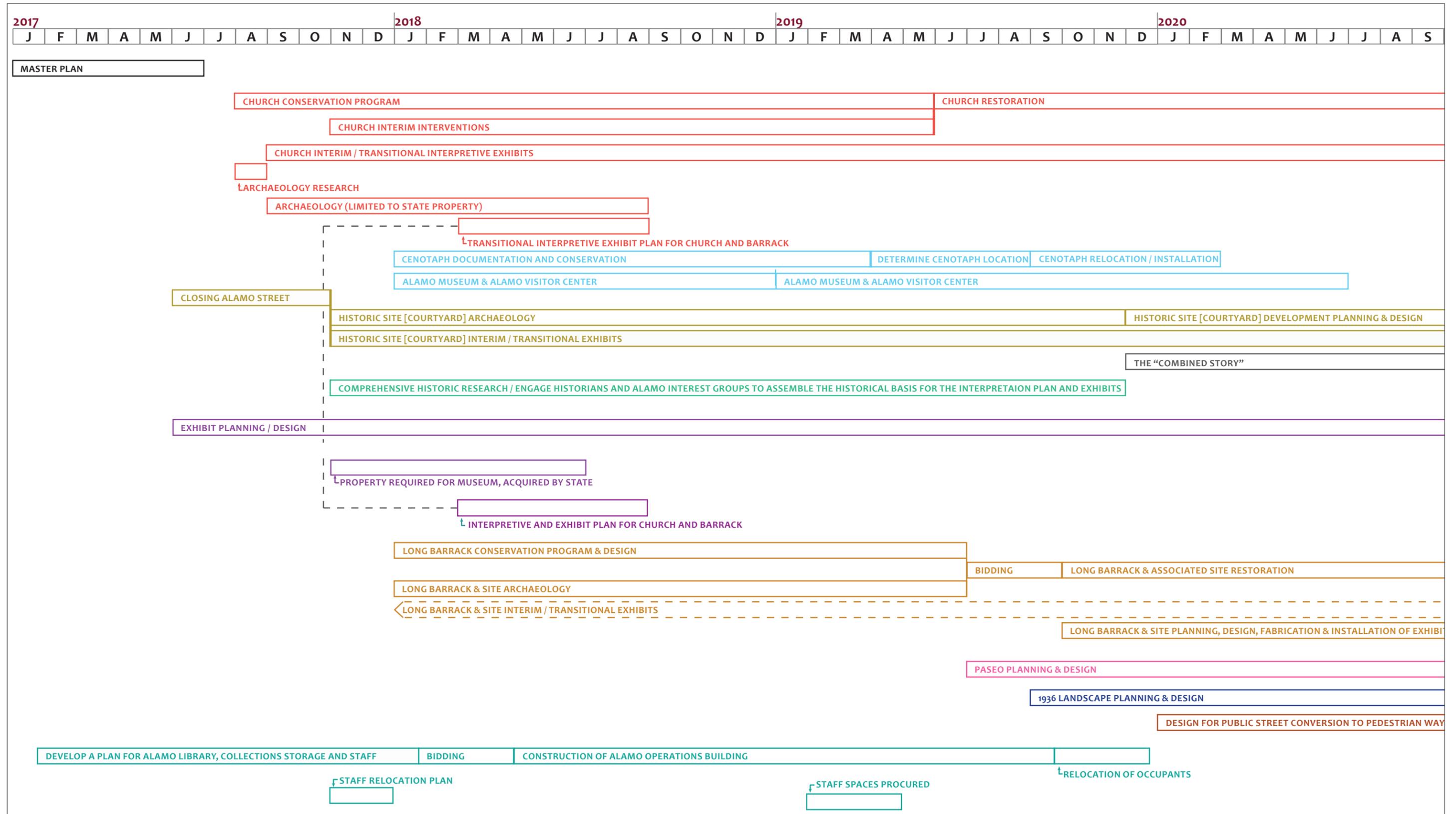
### Alamo Museum and Visitor Orientation Center:

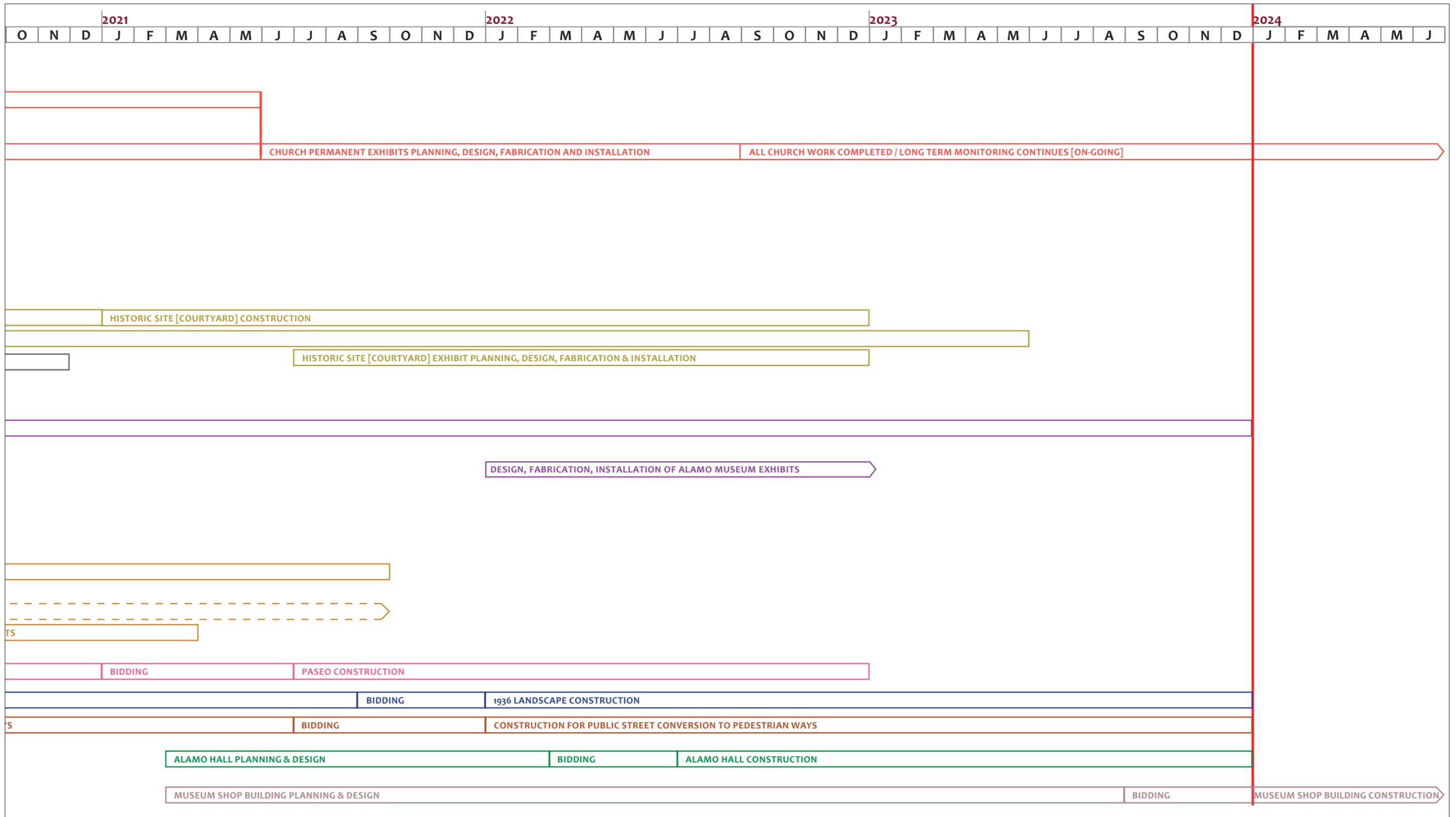
Working from the end milestone date of December 31, 2023 the completion of this key component of the reimagined Alamo is projected as follows:

- Selection of Interpretive Planning / Exhibit Design Team: End of 2017
- Selection of Museum Design Team [All disciplines]: End of 2017
- Design of Museum in Coordination with the Exhibit and Interpretation Program: Early 2018 through End of 2019.
- Relocation elsewhere of all occupants of the Crockett Block and tenants associated with all properties along Alamo Street: By late 2019.
- Start of Selective Removals / Demolition: Early 2020.
- Completion of construction of Alamo Museum and Alamo Visitor Orientation: By mid 2023.
- Installation of Exhibits: Second half of 2023.

The graphic on the following page illustrates the proposed sequence and schedule for the project.

# IMPLEMENTATION SEQUENCE & SCHEDULE





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# PROJECT BUDGET

## ASSUMPTIONS

As part of the Master Plan effort, the Project Team engaged several experts and entities to provide the information necessary to create a comprehensive budget for the Reimagined Alamo. In preparing this Budget, the following assumptions were made:

### 1. Schedule

The implementation of the Master Plan will begin in the Summer of 2017 and will be completed by the end of 2023, in time for the Tricentennial Celebration of the construction of Mission San Antonio de Valero in its present location and the March 6 Commemoration. In other words, the implementation plan anticipates approximately 6.5 years.

Given the span of the project, an annual escalation factor of 3% has been included. This was established based on data available over the last ten years.

### 2. Budget Categories

The Project Budget includes the following categories of items:

#### a. Construction, including:

- Conservation of the Church, the Long Barrack and the associated courtyard
- Recapturing the Mission Plaza #
- The Alamo Museum / Alamo Visitor Orientation Center
- The rehabilitation of the 1936 Garden and the associated structures #
- The Alamo Promenade and Valero Plaza #
- Connections to the River and a rethought Paseo #
- The work required to close the streets and create the new civic spaces #
- The relocation of the Cenotaph #
- Sidewalk improvements associated with the project area #

Note: Project soft costs are included in the cost of construction

#### b. An integrated program of wayfinding, signage, exhibit planning / design [both exterior and interior], fabrication and installation

### 3. Interpretation and Exhibits

The Alamo is an amazing story to tell and with the implementation of the Master Plan comes the opportunity to approach the exhibits in a unique manner. The new Alamo exhibit opportunities are extensive. The budget includes funds to develop special interpretations and exhibits in the following locations:

- The Church
- The Long Barrack
- The 1936 Garden where living history demonstrations currently occur
- The reclaimed Alamo Courtyard/Mission Plaza
- Proposed Alamo Museum and Alamo Visitor's Orientation Center

### 4. Owner's Project Contingency

This includes Owner's contingency to address transitional projects, relocation of operations during construction and implementation, interim exhibits, etc.

### 5. Transitional and Start-Up Expenses

As the management of the Reimagined Alamo transitions from its present structure and capacity to a new structure that will be responsible for a significantly larger and more complex institution, with new and additional needs and staffing, the costs of transitioning from the present arrangement to the proposed organization need to be accounted for and be included in this budget.

Additionally, while every effort will be made to minimize the disruption of visitors to the site, some of the earned revenues of the Alamo may be negatively impacted by the ongoing construction.

### 6. Endowment

As in all cultural heritage institutions, an Endowment needs to be in place to provide for the long - term sustainability of the Reimagined Alamo.

### 7. Indices and Metrics

There are several entities that will be required in the implementation of the Master Plan, including but not limited to:

- Historians
- Archeologists
- Historic and contemporary landscape architects
- Preservation / conservation architects
- Museum professional managers / Interpretive designers
- Cultural property and terrorist risk management consultants
- Conservation Firms
- Museum Architects
- Structural engineers [both heritage and new construction]
- Systems and infrastructure engineers for both heritage sites and new construction
- Exhibit, wayfinding and signage planners, designers,

fabricators and installers

- Lighting designers for heritage areas, museum exhibits, etc.
- Constructors, contractors, fabricators, installers and coordinators with experience in both heritage sites and new construction, etc.

The budget assumes that the level of expertise, experience and documented credentials will be of the highest level.

### 8. Real Estate Acquisitions and Tenant Relocation

The budget assumes that there will be two types of real estate transactions:

- Acquisitions of specific real estate properties
- In - kind contributions made by the City of San Antonio

## SUMMARY

The following is a summary of the proposed Total Project Cost/Budget:

Church & Long Barrack Restoration	37,200,000
New Alamo Museum & Alamo Visitor's Center	134,400,000
Other Construction Includes Items in No. 2a with #	108,000,000
<b>Construction Total Including Soft Costs</b>	<b>\$ 279,600,000</b>
Operating Endowment	25,000,000
Transitional and Start-Up Funding	18,000,000
Tenant Relocation and Property Acquisitions	20,000,000
Museum Exhibits and Site Interpretation	33,000,000
Fundraising Campaign Expenses	1,000,000
Owner's Project Contingency	44,000,000
<b>TOTAL FOR MASTER PLAN IMPLEMENTATION</b>	<b>\$420,600,000</b>

Additional alternative funded project requirements:

- City of San Antonio in-kind donation/conveyance of the following properties:
  - Paseo (3 parcels)
  - Alamo Plaza and surrounding streets
  - Alleyway behind Crockett bldg. & Paseo parcel
  - Crockett Bldg. partial 1st floor & basement spaces
  - Crockett Street Right of Way
- Alamo District & Alamo Reinvestment Zone [State created] to fund area improvements, parking, signage etc.

Detailed information on the Project Budget can be found in the full Master Plan document.

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## IMPLEMENTATION RECOMMENDATIONS

For over twenty years, the City of San Antonio and other stakeholders have attempted to create a new vision for the Alamo and its immediate environs. Success has been elusive. This initiative, however, is at a historic juncture, one that comes along only once a generation.

- A rare collaboration has been forged bringing together the State of Texas, the City San Antonio and the private sector; all committed to restoring the dignity and the reverence of the site and creating memorable experiences for both visitors and residents of San Antonio,
- The Texas Legislature has committed \$75 million to address the critical needs of the site and help shape the vision for the future,
- The residents of San Antonio supported a bond in 2017 that makes an additional \$22 million available for the Alamo project, bringing the total of available city funds to \$38 million.
- Private donors have also expressed their interest in generously supporting the project.

While the support for this project is extraordinary and the right forces are aligning to bring to fruition, there are important issues that need to be addressed:

- The Church, the iconic structure that is the essence of the Alamo, is deteriorating today at an alarming rate and is in dire need of serious conservation. This should not come as a surprise to anyone. It has been a known fact for the last few years. What we should all remember is that without it, there is no site.

A **comprehensive conservation program** is needed; one that requires significant funding and that will take approximately four years to address the issues.

- The research component of the Master Plan indicated that there is a significant amount of primary research that needs to be undertaken and completed in a timely fashion to allow a full understanding of the multiple layers of history. It is a complex site with multiple dimensions, all of which need to be carefully researched, understood and presented with clarity, accuracy and creativity.

Time is of the essence, as a generation of scholars who have dedicated the last forty years of their professional lives to specific dimensions of the Alamo is beginning to fade away.

- The 2016 archaeology campaign, part of the Master Plan effort, indicates that there is a lot more work that needs to be done to protect valuable evidence and connect the past to the present, creating the right opportunities for the future. Archaeology will help us shape the vision for the future through compelling evidence.

The discourse, reactions and debates over the last fourteen months indicate that that while the points of view may appear

to be very diverse and seemingly irreconcilable, there are fundamental questions that, once properly addressed, can provide the right framework for shaping the vision for the future. More specifically:

- Is the Alamo Plaza a historic site of extraordinary significance or is it an urban space?

The presence of historic structures of outstanding universal value, thousands of years of human habitation and physical evidence spanning several centuries, along with the distinct and highly complex layers of history, speak volumes on behalf of the historic site. It should not be allowed to remain in obscurity, without the dignity and reverence it deserves.

Most people agree that restoring the dignity and reverence of the site and recapturing the footprint of the historic mission are primary goals that the Master Plan must accomplish.

- Is interpretation more appropriate than reconstruction?

The standards and guidelines at the local, state, national and international levels agree. Reconstruction should be avoided and is strongly discouraged.

An evidence based approach that relies on scientific research and physical evidence, free of conjecture and arbitrary decisions, provides the right path forward that protects the integrity and authenticity of the site and creates the opportunity to pursue a “period neutral” interpretation is the most prudent course of action.

Experience indicates that there are ways that can help us bridge seemingly irreconcilable differences. One such way is a **Peer Review** that would engage experts in heritage planning and design, exhibit planning and design, interpretation, conservation, history, archaeology and conservation, along the other key disciplines necessary to create the vision for the future. An objective assessment by independent experts can help address the diversity of views and bring people closer together as to the way forward.

Another way of uniting the supporters of the Alamo is by setting the wheels in motion on things that all groups agree on, such as the long-term preservation and conservation of the Church. Its long-term protection, along with that of the Long Barrack, can be the catalyst that will bring all friends of the Alamo together, regardless of what their specific views are on other issues.

Time is of the essence. Without the Church there is no Alamo. Its long term conservation program should go forward without any further delays.

Important milestones can also give a tangible goal for donors and stakeholders to work against. 2024 is a little over six years away. The tri-centennial celebration of the establishment of

Mission San Antonio de Valero in its present location is one such important milestone. Setting specific goals to meet, such as the completion of the conservation of the Church and the Long Barrack and the creation of a dignified site, along with a world class museum and interpretation program can help the friends of the Alamo focus on the right issues.

Another important item to deal with is that Alamo Plaza will be the focal point of a reimagined Alamo and it will require a significant infusion of funds to address multiple needs, from street closures to archaeology, to capture the historic footprint of the mission and restore the dignity and the reverence of the site. These funds will come primarily from the State of Texas. Conveying city-owned public right-of-way to the State will allow for State funds to be invested.

Finally, the future financial sustainability of this rare resource will be fundamental to its long-term preservation. The unique partnership of the State of Texas, the City of San Antonio and the private sector creates the right opportunities for:

- Optimizing the funding options from the State, the City and private philanthropy
- Creating an endowment for the future
- Securing a reliable income stream for the future by using existing mechanisms such as Tax Increment Financing and special districting

The economic forecasting and analysis undertaken by the Master Plan team indicate that the available mechanisms, if properly implemented, can create a stable financial future for the Alamo.

While there are differences of opinion, all stakeholders agree on the essential nature of one item: the long term protection, preservation and sustainability of this remarkable historic, cultural and architectural resource that is in need of serious attention.

If it is not this generation, then who? And if it is not now, then when?

Time is of the essence.



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## ABOUT THE MISSIONS OF SAN ANTONIO

The Alamo - or Mission Valero – is the northernmost mission of a cluster of five Spanish colonial missions built in the early eighteenth-century along a 7.7 mile stretch of the San Antonio River.

This cluster is one of the most complete examples of the Spanish Crown's efforts to colonize, evangelize the indigenous population and defend the northern frontier of New Spain, during a period when Spain was one of the largest empires in the world.

The five missions are, starting from the north:

- Mission Valero [The Alamo]
- Mission Concepción
- Mission San José
- Mission San Juan and
- Mission Espada.

Each mission was supported by farms and ranches. An ingenious irrigation system, the acequias – originally a Moorish invention adopted by the Spanish and imported into the New World, diverted water from the San Antonio River to each of the missions and their agricultural fields, allowing each compound to be a self – sustaining unit.

The five missions were connected to each other both by land travel and via the San Antonio River.

The missions' close proximity to each other is a unique characteristic of the San Antonio missions, in contrast to all other Spanish colonial missions found in the United States. Each mission was founded to serve a different group of the native population and was made possible by the hospitable nature of the landscape to human habitation.

While all five missions have common elements and characteristics, they also have differences in scale, organization and structure.

The adjacent diagrams provide a side – by – side comparison of the five missions, in historic context and in their present configuration.

Some of the common elements include:

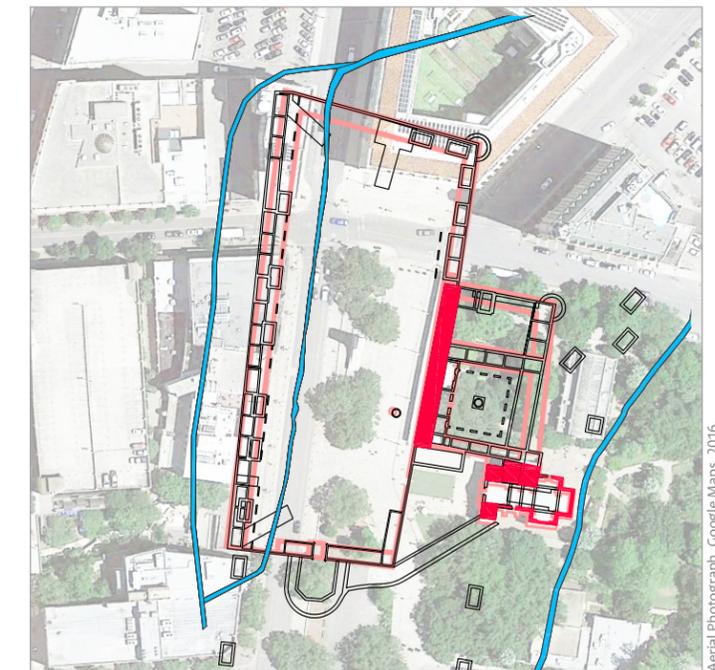
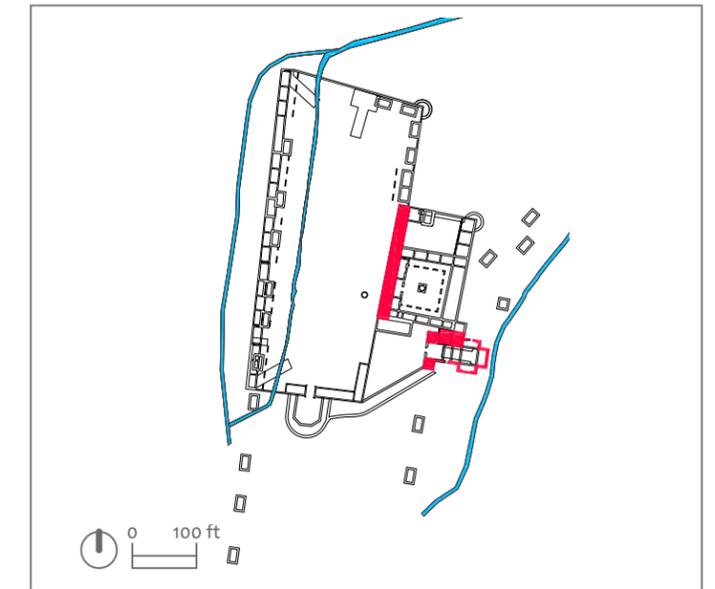
- Proximity to the San Antonio River [less than 1 mile]
- Acequias with a hierarchy of distribution [acequia madre and laterals]
- Dams and desagües [ditches that return acequia water to the river]
- Productive areas outside the perimeter walls, such as quarries, lime kilns, labores [agricultural fields], open space, associated ranchos, etc.
- Perimeter walls and defensive elements – such as porterias [gateways], towers, or bastions - that enclose a central

plaza to provide protection to all structures and residents

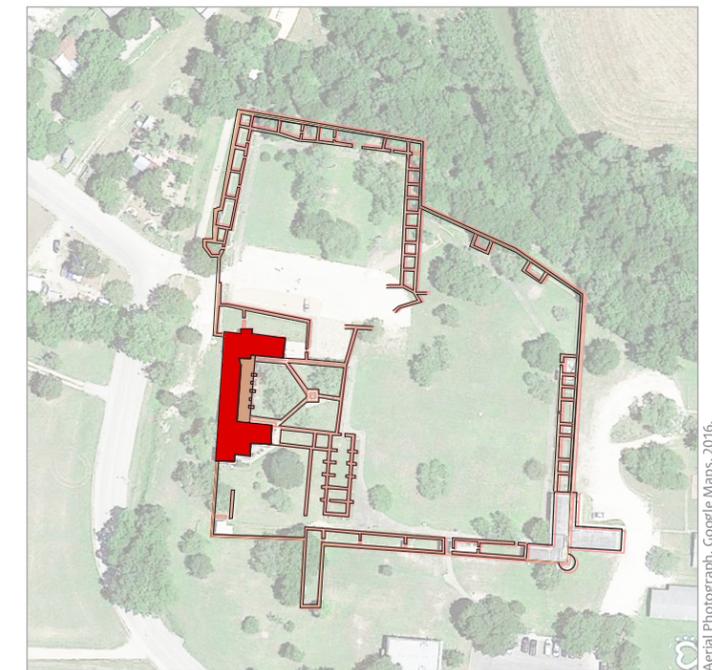
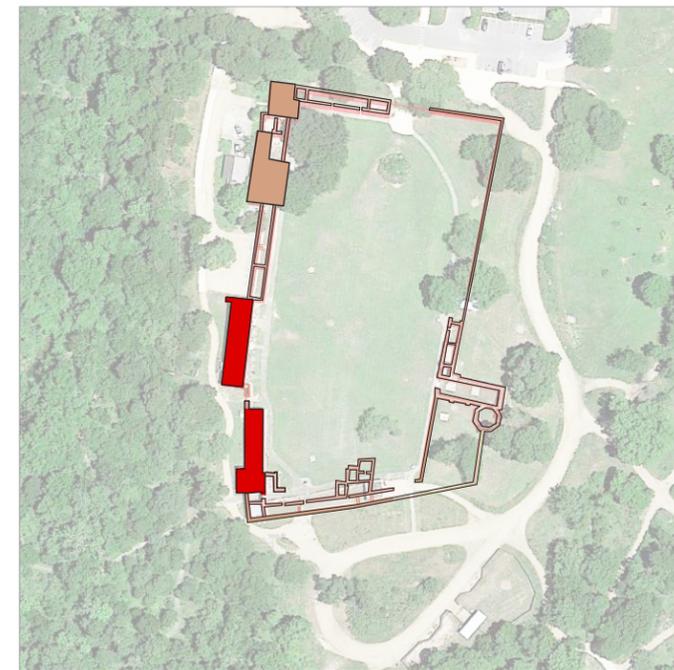
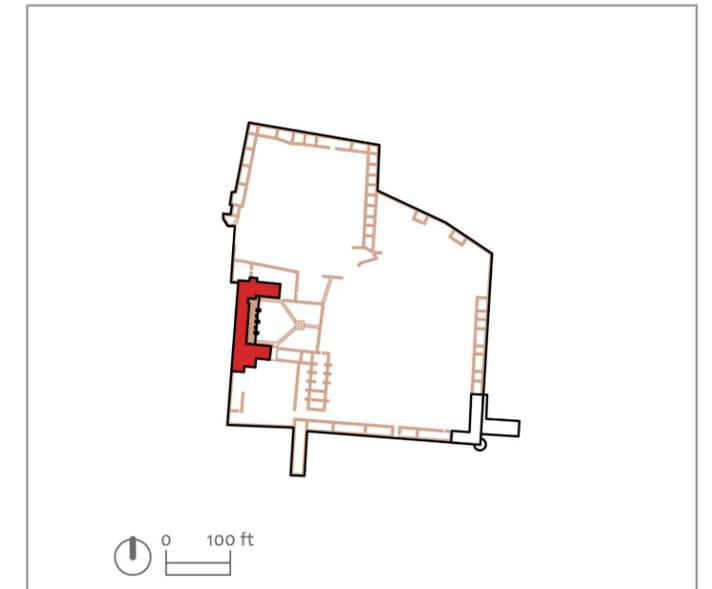
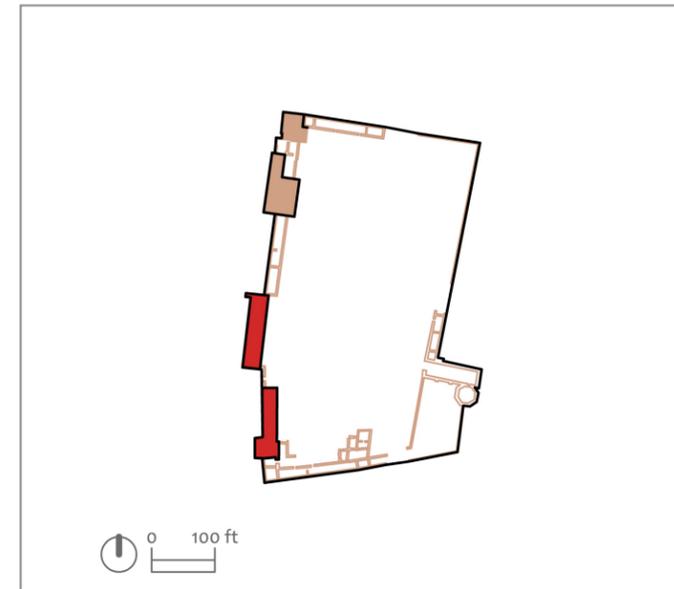
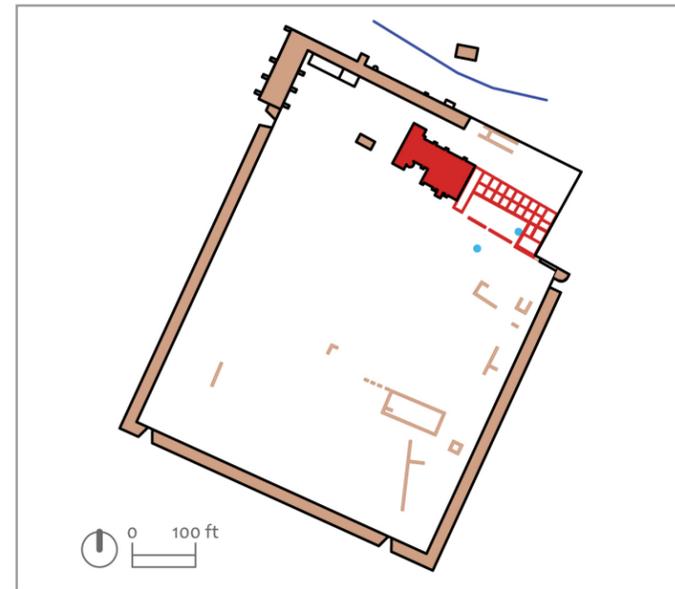
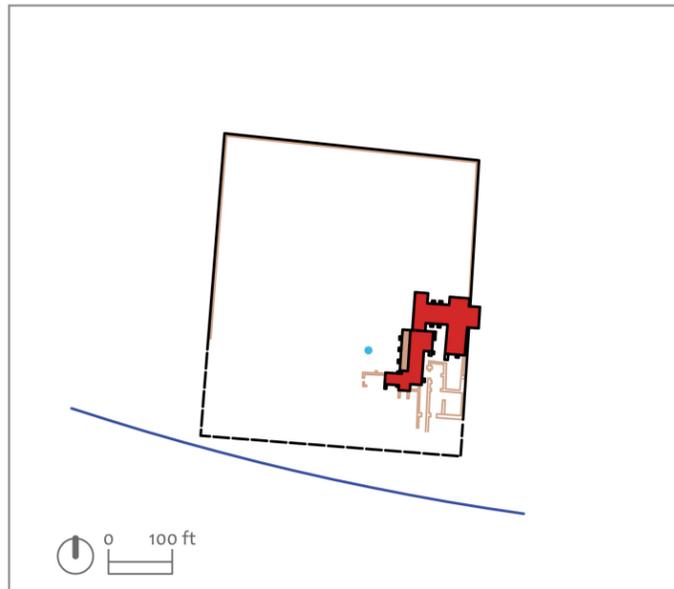
- Housing for the indigenous population within the protected areas
- Craft spaces and workshops
- Key resources, such as wells, granary, etc.

A church, a monastery and a cloister / private courtyard were the nuclei of each mission.

Mission San Antonio de Valero is distinct from the other four missions in one fundamental way - the church was constructed outside the compound's perimeter walls.



**Mission San Antonio de Valero [1724]**  
**Approximate Core Size:** Irregular, plaza 230 ft x 530 ft  
**Orientation:** NNE - SSW; Church roughly faces west  
**Church - Wall Relationship:** External  
**Orientation to the River:** East side  
**Acequia:** Split into 3 segments, branching east, through plaza and west



**Mission Concepción [1724]**

**Approximate Core Size:** 390 ft x 470 ft

**Orientation:** Church roughly faces west

**Church - Wall Relationship:** Internal

**Orientation to the River:** East side

**Acequia:** Remnants located northeast Church complex

**Mission San José [1720]**

**Approximate Core Size:** 475 ft x 600 ft

**Orientation:** NE - SW; Church faces NW

**Church - Wall Relationship:** Completely within the wall, not part of it

**Orientation to the River:** West side

**Acequia:** Extent portion between mission and grist mill to north, desague [ditch] north of the grist mill

**Mission San Juan [1731]**

**Approximate Core Size:** 230 ft x 475 ft

**Orientation:** Roughly north - south; Church faces east

**Church - Wall Relationship:** Church within mission wall facing plaza

**Orientation to the River:** East side

**Acequia:** Dam north of mission, east and south acequias split to surround fields

**Mission Espada [1731]**

**Approximate Core Size:** Irregular 440 ft x 470 ft

**Orientation:** Church faces east; mission roughly north-south

**Church - Wall Relationship:** Church within mission wall facing plaza

**Orientation to the River:** West side

**Acequia:** Framed by surrounding runs on north, south and west

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Alamo Plaza Advisory Committee  
Facilitator's Report  
for  
Center City Development Office  
City of San Antonio

January 2015

Overview

The Alamo Plaza and Alamo Shrine are the most widely visited sites in San Antonio. The site attracts regional, national and international visitors who are familiar with the story of the 1836 battle and with the popular culture portrayals and legends of the Alamo. The Mission San Antonio de Valero, the proper name of the site known as the Alamo, has a rich history that reaches back over 300 years and continues to evolve. The area was a Native American campground, a Spanish mission, a Mexican army fort, a US army quartermaster depot, a battle site, a mercantile and retail center and is currently an entertainment area and historic site. Members of the local community and visitors to the city have indicated a desire for a more comprehensive and engaging experience for the area that presents the deep and inclusive history of the Alamo and the community that has historically surrounded it. In March of 2014, the San Antonio City Council commissioned the Alamo Plaza Advisory Committee by ordinance. The charge of the Committee was to update the 1994 Alamo Plaza Study Committee Report and Recommendations, develop a vision and guiding principles for the redevelopment of Alamo Plaza and the surrounding area, assist in the development of the scope of work for the development of a master plan and provide general oversight of the development and implementation of the master plan upon its completion. The Committee began its work in May 2014 and completed the task of updating the 1994 Alamo Plaza Study Committee Report and Recommendations and the development of a vision and guiding principles in December 2014. The Committee will continue to serve in an advisory capacity through the master planning process, which is anticipated to be complete in June 2016.

Background and History of the Project

Alamo Plaza was the focus of studies and plans completed in 1988, 1994 and 2012. The March 2014 San Antonio City Council ordinance approved a process, strategy, and next steps for the development of a comprehensive master plan for Alamo Plaza and the surrounding area, including the establishment of the 21-member Alamo Plaza Advisory Committee composed of appointed representatives for history, archaeology, private property owners, tourism, the State of Texas (General Land Office), the American Indians of Texas, members of the 1994 Alamo Plaza Study Committee and a representative from each city council district. The charge of the Alamo Plaza Advisory Committee was to update the 1994 Alamo Plaza Study Committee Report and Recommendations, create a vision and guiding principles for the redevelopment of Alamo Plaza

and the surrounding area, and assist in the development of the scope of work for a Request for Qualifications (RFQ) for a comprehensive master plan. The Committee's work formed the basis of the RFQ issued in December 2014. Several members of the Alamo Plaza Advisory Committee were selected to be on the review panel for the RFQ respondents while the entire Alamo Plaza Advisory Committee will provide general oversight of the development of the master plan. The master plan will include interpretation, physical redevelopment, investment, management, operations implementation strategies and connectivity to other significant sections of San Antonio.

### Process

The Alamo Plaza Advisory Committee began meeting in May 2014. District 1 City Councilman Diego Bernal, Witte Museum President and CEO Marise McDermott and San Antonio Conservation Society President Sue Ann Pemberton, FAIA, were selected as Tri-Chairs to lead the Committee. Quintanilla Schmidt, an outside consultant, facilitated all meetings. A total of 18 meetings were held. These meetings consisted of 14 Committee meetings, including a public meeting. Additionally, Committee members participated in walking tours and a presentation each to the Quality of Life Committee, City Council B Session and the full City Council. The Tri-Chairs reviewed all agendas prior to posting on the City of San Antonio's website. All meetings were open to the public for observation. Scholars, historians, archaeologists, and a representative of the American Indians of Texas and the General Land Office all provided background presentations on the history and context of the Alamo and Alamo Plaza. Alan Hantman, FAIA, 10th Architect of the United States Capitol and a nationally recognized consultant, provided an overview of relevant regional and national historic battle sites, their integrated planning and interpretation. There were also presentations by city staff, National Park Service, General Land Office, Hemisfair Park Area Redevelopment Corporation (HPARC) and other agencies regarding current ordinances and operations with potential impact on the Alamo Plaza.

The Committee held a well-publicized public meeting in August. Over 150 members of the public participated in facilitated large group exercises, as well as multiple facilitated break out groups. Over 40 citizens signed up to speak at the meeting and delivered their comments. In addition, several thousand citizens provided written comments and petitions through hosted links set up on the Internet. All public input was considered. The Committee discussed changes, made

modifications and refined language and then integrated these into the document. A presentation was made to the Quality of Life Committee of the City Council in October 2014. Subsequently, the Committee reviewed the draft scope of work for the RFQ and determined that the historic context included in the document should be reviewed for accuracy and annotated. The city contracted academic historian Dr. Andres Tijerina to review and annotate the Committee's revised themes, goals and specific interpretive points for context and accuracy. The Committee accepted the annotations and included them as an Exhibit item with the RFQ.

In December 2014, the San Antonio City Council approved the vision and guiding principles, final RFQ scope of work and request for authorization to proceed with the process. The RFQ was issued in mid-December 2014.

Alamo Plaza Advisory Committee  
Vision, Guiding Principles and Alamo Plaza Plan Update

**Vision**

- Engage local residents and visitors in ways to personally connect to the Alamo area experience.
- Tell the story of the Battle of the Alamo and its impact on the Republic of Texas, City of San Antonio, State of Texas, the United States and the international community.
- Include and interpret the diverse cultures that contributed to the story of the Alamo area through meaningful and memorable experiences for visitors.
- Tell the in-depth history of the Alamo area to the present day as a tribute to all who lived, fought, and died there.

**Guiding Principles**

- The 1836 Battle of the Alamo, the most widely recognized event, provides an opportunity to tell the entire history of the Alamo area
- Unified leadership under the management of a single steward (public and private) with a sustainable business model
- Preservation and interpretation based on historical and archaeological evidence
- Embrace intellectual, experiential and physical accessibility
- Balance scholarship, historical context, folklore and myth to provide an engaging visitor experience
- Create a premier Visitor Experience through physical space and interpretation
- Embrace the continuum of history to foster understanding and healing
- Enhance connectivity and wayfinding to the river, neighborhoods, La Villita, the cathedral, and the other Plazas

**Primary (Impact)**

1. Include a document that gives the background information on the more than 300 years of history of the Alamo Plaza site.
2. Create a glossary of terms for common reference.
3. Create a unified foundation or organization for the management of the public (city, state, federal) and private interests of the Alamo area experience.
4. Develop a Master Plan and an Interpretive Plan.
5. Develop Physical, Interpretive, Implementation, and Management and Investment Plans as part of the Alamo area experience Master Plan. Update scholarship and technology regularly through the Interpretive Plan every 5 years.
6. Develop and implement an integrated and coordinated way finding, interpretive, and directional signage plan for the Alamo area experience and the Alamo Plaza Historic District. Interpret the Alamo so visitors understand its location on the battlefield.

7. Include strict guidelines in the Interpretive Plan for appropriate experiences as part of the overall Alamo area experience; address street preachers, food and other vendors, street performers, living history interpreters and special events to ensure high quality visitor experiences.
8. Develop and implement a comprehensive transportation, circulation, and parking plan to accommodate accessibility while exerting minimal negative impact on the visitor experience in the Alamo area.
9. Provide an exceptional visitor experience while considering all points of view and a comprehensive interpretation of the Alamo area.
10. Consider the World Heritage Site nomination and designation. Be sure the Alamo area experience Master Plan recommendations do not jeopardize the process and potential designation.

**Secondary (Long-Term Strategy)**

1. Make sure infrastructure and way finding plans are inclusive of all types of visitors, and are broadly accessible and flexible.
2. Develop a strategy to orient visitors to the stories and context before they experience the Alamo compound. Provide information and services to facilitate the visitor experience.
3. Creatively separate commercial areas from battleground areas through visual cues and interpretation.

**Themes and Goals**

**Theme A: The evolution of settlements and cultures around the Alamo area**

Goal 1. Tell the story of the environment and the Native Americans

- a) San Antonio is located just below an escarpment that cuts across the state and joins a semi-arid region to the southwest and a fertile plain to the east. The area was a meeting and gathering place as well as home to different groups of Native Americans.
- b) Native American groups of the area:
  - remains have been found that date Native Americans in this area to 8,000-10,000 years ago
  - nomadic and followed seasonal food sources, were hunters and gatherers of food, not farmers
  - subsisted on wild game, nuts, berries and other fruits as food sources
  - traveled in small bands or groups
  - built jacales as dwellings
  - made basketry
  - had the San Antonio River, creeks and springs as abundant water sources
  - met with other Native Americans at San Pedro Springs to trade and for Mitotes/gathering/ceremonies
  - the region was called the sacred word Yanaguana
  - area Native American groups were attacked often by the Apache

- were known to seek protection within the mission from outside attacks-as did other people in the area
- became part of the expanding Spanish Empire when the Indian missions and later towns/pueblos were established
- the towns/pueblos had an appointed Native American government that included Governor, Mayor, Constable, etc., as conferred by the *Auto de Posesión*
- were mission-dwellers who farmed and ranched on the frontier to survive and thereby expand the Spanish Empire,
- were converted to Christianity---the primary goal of the Spanish missionaries
- were willing to live in the mission, be Christianized and take Spanish names while still maintaining a connection to Native culture
- mastered the skills and trades that the missionaries introduced while incorporating native symbols and colors in the designs

Goal 2. Tell the story of the Spanish influence and settlement, including the three types of towns:

Missionary and Indian Towns/Pueblos, the Soldier/Settler Town, and the Civilian Town

a) The introduction of the horse by the Spanish led to the culture of the vaquero and the cowboy. The area of San Antonio was settled to protect New Spain against French encroachment from Louisiana. Spanish Texas would always serve as a defensive frontier on the edge of the Empire. Once the Crown sponsored-establishments were founded, settlers began to pursue their own goals and objectives rather than those of the Empire.

Spain established Indian missions that became **Missionary and Indian Towns/Pueblos** as a means of expanding the Empire. These towns/pueblos had an appointed Native American government that included Governor, Mayor, Constable etc. This was conferred by the *Auto de Posesión*. The primary goal of the Spanish missionaries was the conversion of the Native Americans. To survive and expand, mission dwellers developed farms and ranches on the frontier.

Residents of the **Soldier-Settler Towns** (called presidios or military garrisons) often relied more on the local economic base, farming and grazing, rather than on their military pay.

The settlers in the **Civilian Town** of San Fernando de Béjar immigrated to Texas under the sponsorship of Spain. They originally relied heavily on the rights conferred to them by the Spanish Crown, but in time they too searched for security and economic improvements over imperial Spain's objectives.

b) Define and provide context for:

- Definition of the Military Plan
- define the terms Spanish, Mexican, Tejano, Bexareño, Texian
- who is identified as Mexican
- secularization fostered Mestizos/ Mestizaje
- the first families of the area
- Spanish colonization that brought converging goals of church and crown – building missions, churches and schools
- establishment of civil governments
- the role of slavery
- establishment of Spanish archives to file their deed records and wills
- protection for the missions with the establishment of the Presidios, establishment of law and order in the region

- Porciones (define land measurements by today's standards)
- new techniques of farming, raising cattle and horses, the impact of clearing large areas of brush and trees to establish farming land
- introduction of domesticated animals (cattle, sheep, goats, hogs, chickens, oxen)
- the Spanish way to trade, traded with Spanish money
- introduction of a new language
- changes and influences regarding architectural styles
- built roads
- made carts and wagons to haul products
- established new businesses and stores
- the San Antonio River for drinking water, washing clothes, acequias to channel water for animals and farm land
- impact of new diseases, small pox and other diseases
- hospitals and new medicine

Goal 3. Tell the story of all the cultural groups involved in the coming Texas Revolution (including, but not limited to Mexicans, Mulattos, slaves and freedmen, Tejanos, Americans, Texians and other immigrants)

a) From Spanish to Mexican and American Texas

- recognize the founder of San Antonio–Fray Antonio de San Buenaventura y Olivares
- Spanish Mission secularization
- San Antonio society in transformation-mission to presidio to town to now a city
- Mexico's immigration policy
- Tejano, Italian, Irish, German -united by the common Catholic religion
- include the influence of slavery on the coming revolution

b) San Antonio and the Mexican War of Independence

- the De las Casas Revolt

c) San Antonio and the Texas Revolution

- the Westward Movement (economic links to the US)
- confidence in US support-money, arms and volunteers
- the rise of Centralist power (cutting ties with US)
- civil war becomes revolution (from autonomy and self-determination to independence)

d) United States policy

- Manifest Destiny
- Monroe Doctrine
- Andrew Jackson and the west
- Southern designs for Texas, the expansion of slavery
- problems with Annexation in 1836
- President James A. Polk designs for California

e) Westward movement of the diverse immigrants to America

- population growth
- immigration—include the range of diverse groups
- German, Italian and Mexican settlers came together as Catholics
- farmers growing crops
- links to active national and international market
- governmental support
- Louisiana Purchase

- Northwest Ordinance
  - US policy of removal of Native Americans
- f) The diversity the Texians and the American settlers brought:
- new languages
  - new ideas on how to farm
  - new religions
  - banking industry
  - new politics
  - new money
  - new English laws
  - new streets
  - new ways of transportation
  - new businesses
  - better water systems inside the home
  - new record keeping, court records
  - established factories, industry
  - new food items
  - city parks and recreation
  - new schools
  - better protection from pollution for the river
  - new voting system
  - demolished old buildings and built new ones
  - installed paved sidewalks

### Theme B: Tell the story of the 1836 Battle of the Alamo

#### Goal 1. Present the politics of the Texas Revolution

The visiting public of all ages will gain an understanding of the political forces at work leading up to and during the Texas Revolution from September 1835 to June 1836. The known six political factions will be stressed and their leading spokesman identified (through primary source materials) to give visitors a sense of the political and emotional turmoil which split families and friendships during the Texas Revolution. Include politics and policies surrounding the Native American population-Native Revolution/Slavery/Manifest Destiny/Politics. Include the Mexican perspective of what the Battle of the Alamo was about--Mexicans believed Texas and other territories were stolen.

#### a) The political factions to explore are:

**Federalist:** supported the Mexican Constitution of 1824, desired Mexican Statehood for Texas separate from its union with Coahuila, sought to overthrow the centralist dictatorship of President Antonio Lopez Santa Anna and opposed annexation to the United States

**Centralist:** supported the dictatorship of President Antonio Lopez Santa Anna and opposed further immigration from the United States

**Republican/Independence:** sought an independent Republic of Texas separate and apart from both Mexico and the United States

**Annexationist:** sought an immediate annexation of Texas to the United States through purchase or war as part and parcel of the US Manifest Destiny and the extension of slavery as an economic base

**Lone Star Conspiracy:** composed primarily of former followers of US Vice President Aaron Burr (Burr Conspiracy), US General James Wilkinson (Spanish Conspiracy), or the All Mexico Club. This group was composed primarily of US, Texas and Northeastern Mexico frontiersmen who favored the creation of a third North American Republic between Mexico and the United States.

**Neutralist:** lost in the political turmoil of the Revolution, a great number of American colonists and Tejanos quit the Federalist Volunteer Army of Texas after the removal of Stephen F. Austin, or remained neutral throughout the ordeal.

#### Goal 2. Provide background to set the stage for the Battle: September 1835 to February 22, 1836

- the fight for self-determination, self preservation and self-rule
- Pueblo San Antonio de Valero is transformed from an agrarian community to a military garrison as the area residents are literally pushed out from around the Alamo Compound and surrounding area
- communities of Villa de Béjar and Pueblo de Valero at the outbreak of the Texas Revolution
- early battles in and around Bexar County at Mission Concepción, the Grass Fight and the Siege of Béjar from October to December of 1835
- Alamo Compound transformed from an abandoned mission, community plaza, and cemetery to a fortified military site
- Mexican Army fortification of the Alamo compound and immediate area before and during Siege of Béjar
- Continuation of military improvements under Col. James Neill (December 1835 through February 1836)
- The 1836 Alamo Battlefield
- defenders' artillery emplacements within the Alamo Compound
- defenders' primary and secondary defensive positions
- Mexican Artillery emplacements around the Alamo Compound
- Mexican Infantry staging area
- Mexican Cavalry positions
- Mexican Reserves
- Mexican battle logistics and order of the day
- Mexican assault routes by commands
- known sites where individuals died (primary source materials or evidence-based)
- surviving Alamo Garrison combatants
- surviving Alamo Garrison non-combatants
- Mexican impressions of the assault by participants
- recollections of local eyewitnesses (from primary source materials)
- The Battle in Retrospect
- casualties: inside and outside the Alamo walls
- Mexican Army of Operations in Texas: tactics and objectives after the fall of the Alamo
- memorializing the Battle: the Fall of the Alamo becomes a battle cry
- evidence-based interpretation, incorporating ongoing research and scholarship

- aa. interpreting the Battle of the Alamo in the context of demographics and with cultural sensitivity
- bb. background on the political implications of the struggle and the sacrifice by Alamo defenders, Mexican soldiers, Tejanos, Bexareños, the enslaved and freedmen and others affected by the battle

Goal 3. Provide ways to understand the geography of the battlefield site

- a) Visitors of all ages will gain an understanding of the physical space, geography and context of the Alamo compound, Villa de Béjar, Camino Real and Texas in 1836 through a planned interpretive strategy and visitor experience program that provides visual and intellectual context for the site, including the interpretation of important geography and locations:
  - Native American and mission cemeteries and burial grounds
  - the topography and geography of the Alamo Compound in relation to the Villa de Béjar, acequias, wells, cemetery, field, housing etc.
  - the physical structures and layout of the Alamo compound
  - Béjar in 1836 Texas

Goal 4. Be inclusive in telling all sides of the military story

- a) Tell the story of the Battle of 1813 and how it set the stage for the 1835/36 revolution and the Alamo story. Include the story of the people living in the area who did not participate in the 1836 battle and why. Include the background story of the Compañias Volantes, expand story of Tejanos supporting revolution, the Volunteer Army of Texas and the Mexican Army of Operations in Texas.
  - provide context for visitors to understand the daily lives of volunteers, soldiers and camp followers, including uniforms, equipment, food, music and medicine
  - interpret the Mexican pioneer story, present the point of view of Mexico and what the revolution and battles meant from the Mexican perspective
  - provide evidence-based content and context for role of the women and children as eyewitnesses
  - provide evidence-based content and context for the role of the African Texans as eyewitnesses, combatants and non-combatants
  - include Alamo survivors and their roles as combatants and/or couriers
  - include the Texian Army in February and March of 1836 as it relates to possible reinforcements, supplies and communications

Goal 5. Tell the story of the local population's participation and reaction to the battle

- a) visitors of all ages will understand the impact of participation and the reaction of the local population of Béjar and the surrounding area to the Texas Revolution and the Battle of the Alamo
- b) provide context and interpretation for the following: What did Tejanos/Native Americans stand to lose ecologically, socially, and culturally? What was the impact on the enslaved and freedmen population?
- c) the emotional impact of the fall of the Alamo as reflected through correspondence, journalistic accounts, military and government reports on both sides
- d) the impact of the fall of the Alamo as it motivated many volunteers to enlist

- e) the political impact in the 19<sup>th</sup> and 20<sup>th</sup> century of the fall of the Alamo as it set the stage for the US-Mexico War and acquisition of the Southwest US
- f) the Alamo Compound as an early tourist attraction
- g) the creation of the Alamo myths

Goal 6. Examine the role and influence of slavery

**Theme C: The Alamo area is a place of remembrance, honor and respect**

Goal 1. Recognize all cultures and events in the Alamo area that have contributed to the history of the Alamo area experience

- a) Include in the interpretation of the history of the Alamo area the perspectives of :
  - Native Americans
  - Spaniards
  - Mexicans
  - Canary Islanders
  - Presidio Soldiers
  - African Americans
  - Mexican Americans
  - Americans

Goal 2. Regard the Alamo area with reverence, honor and respect as a tribute to all who lived, fought and died there

- a) Native Americans who lived in the area
  - b) the Missionary and Indian led Settlement
  - c) Pueblo San Antonio de Valero
  - d) Tejanos, Bexareños, Texans
  - e) Spanish Military
  - f) Mexican Military
  - g) American Military
  - h) the enslaved and freedmen
- a) Along with information on those that died at the Battle of the Alamo, interpretive information will include:
- the traditional location for cemeteries was in front of the church, the Campo Santo was in front of the existing Alamo church and was originally used by the Coahuiltecan Bands, Coco, Karankawa, Apache, Comanche and other Native Americans subsequently buried at Mission San Antonio de Valero
  - the identification, protection, preservation and the story behind the Campo Santo—include death rites, location and time of the burials and identity of those buried there
  - the significance and importance to the story of the Canon law-- that non-Catholics could not be buried in a Campo Santo

**Theme D: The Alamo area experience has evolved over more than 300 years and continues to be a community gathering place**

Goal 1. Present what the Alamo area looked like over the different periods of its more than 300 years of history.

Include:

- a) the Yanaguana/pre-mission period
- b) Mission Period (1718 -1794)
- c) secularization of the mission, shops opened in the structures of the west and south sides of the Plaza
- d) evolution and expansion of the civil settlement
- e) related sites and features such as: the Campo Santos, La Villita, the Camino Real, ranching, farming, acequias, the barrios to the north and south, the Barrio de Valero and Laredito
- f) Tejanos: 1813 -- first Independent Texas, discuss Tejanos self-determination need for freedom and independence
- g) Spanish Military Period (1801-1821)
- h) Mexican Military Period (1821-1836)
- i) Republic of Texas Period (1836-1845) Include Tejano families living outside the walls in the story of the Alamo
- j) American Military Period (1845-1880)
- k) the Civil War Period (1861 -1865)
- l) the beginning of urbanization (1880-1900)
- m) involvement of governmental, historical and preservation organizations: Texas State Historical Association, General Land Office, Texas Historical Commission, Camino Real de las Tejas Association and the Daughters of the Republic of Texas
- n) a respectful gateway to the Alamo site

Goal 2. Present the Alamo's relationship to other sites, missions and historically related locations.

- a) Include Native American history, pre-mission and mission periods, secularization, the communities, entertainment and retail surrounding the Plaza and the beginnings and continuation of urbanization.

Goal 3. Review historic and current commercial ventures in the Alamo Plaza area and ensure future commerce and programming honors, respects and complements the area

### Conclusion

The work of the Alamo Plaza Advisory Committee was thorough, respectful and inclusive of the more than 300 years of Alamo Plaza's ongoing history. The Alamo Plaza Committee composition was diverse and inclusive of professions, business interests and cultural heritage. The result of the Committee's work is a set of fundamental guideposts that serve as the foundation for the 2015 master planning effort.

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DATE	TYPE	MEETING	LOCATION	PARTICIPANTS
10/15/15	Public	San Antonio City Council - A Session Meeting	Municipal Plaza Building	SA City Council, Gene Powell
10/15/15	Press	Press Conference and Cooperative Agreement Signing	Alamo Plaza	Alamo Management Committee, Press
2/12/16	Stakeholder	World Heritage Advisory Group	Mission Offices	World Heritage Advisory Group
3/30/16	Stakeholder	San Antonio Chamber of Commerce - Commissioner Bush Lunch	Hilton Palacio	San Antonio Chamber of Commerce
3/31/16	Advisory	Alamo Advisory Committee	Club Giraud	Nelson Wolff, Jose Menendez, Diego Bernal
3/31/16	Press	Press Conference announcing PDP and Master Plan Team	Alamo	Press, APMPC
4/7/16	Legislative	Texas House Culture, Recreation and Tourism Committee	Alamo Hall	Texas State Representatives (Hosted)
4/10/16	Press	BBC Travel Show Interview	Alamo	Press
4/18/16	Legislative	Speaker of the House Joe Straus Briefing	Gallagher House	Speaker Joe Straus
4/20/16	Advisory	Alamo Citizens Advisory Committee	COSA Building	Alamo Citizens Advisory Committee
5/11/16	Stakeholder	San Antonio Conservation Society	Conservation Society Office	San Antonio Conservation Society
6/14/16	Legislative	Associated Republicans of Texas Women Leaders Tour	Alamo and Alamo Plaza	Republican Women Legislators
6/28/16	City Officials	San Antonio City Council - Mayor Ivy Taylor	Mayor's Office	Mayor Taylor, Master Plan Team
6/29/16	Public	<b>San Antonio City Council - B Session Meeting</b>	B-Session Room, Municipal Plaza Building	City Council B-Session/Public Briefing
6/29/16	Advisory	Alamo Citizens Advisory Group Tri-Chairs	La Vista Terrace	Alamo Citizens Advisory Committee
7/14/16	Stakeholder	Family Service Association Journeys of Transformation Lunch	Plaza Club	Family Service Association, Public
7/28/16	Press	The List Radio Show with David Birdy - KLUP	Station Offices	Press
8/1/16	Advisory	Alamo Citizens Advisory Committee Tri-Chairs	Club Giraud	Alamo Citizens Advisory Committee Tri-Chairs
8/1/16	Advisory	Alamo Citizens Advisory Committee	COSA Building	Alamo Citizens Advisory Committee
8/2/16	Public	<b>Public Meeting #1</b>	Convention Center	Public
8/3/16	City Officials	San Antonio City Council - Mayor Ivy Taylor	Mayor's Office	Mayor Taylor, Master Plan Team
8/3/16	Press	Radio Interview Valley Station KURV	Phone Interview	Press
8/4/16	Press	Archaeology Dig/Commissioner Bush remarks	Alamo Plaza	Press, Commissioner Bush
8/11/16	Stakeholder	Texas Historical Commission - Mark Wolfe	Crockett Building	THC, Master Plan Team

DATE	TYPE	MEETING	LOCATION	PARTICIPANTS
8/25/16	Stakeholder	Sons of the Republic of Texas, Incoming President	Endowment Offices	Sons of the Republic of Texas Leadership
9/12/16	Stakeholder	Tricentennial Chairman and CEO Meeting	Endowment Offices	Tricentennial Chair, City Staff
9/17/16	Stakeholder	GLO Texas History Symposium - Various Presentations	Menger Hotel	DRT, SRT, SALHA
9/23/16	Legislative	Reception and Briefing	Austin UT Club	Legislators, Master Plan Team
9/24/16	Press	Texas Tribune Festival Panel - Commissioner	AT&T Center Austin	Press, Public
10/1/16	Stakeholder	DRT Regional Meeting	Oak Hills CC	DRT Meeting
10/13/16	Stakeholder	CREW - Real Estate Group	Northwoods Conference Center	CREW, Public
10/18/16	Legislative	Lt. Gov. Dan Patrick Briefing and Tour	Alamo and Alamo Plaza	Lt. Gov. Patrick, Master Plan Team
10/25/16	Legislative	Legislator Afternoon at the Alamo	Alamo and Alamo Plaza	Texas Legislators, GLO Staff
10/25/16	Stakeholder	Texas Historical Commission - John Nau	Crockett Building	Texas Historical Commission, Master Plan Team
10/31/16	Advisory	Advisory - Alamo Citizens Advisory Group	Plaza de Armes	Alamo Citizens Advisory Committee
11/01/16	Public	<b>Public Meeting #2</b>	Convention Center	Public
11/02/16	Stakeholder	APT Workshop	Alamo Hall	Master Plan Team, GLO Staff
11/02/16	Advisory	Alamo Advisory Committee	Emily Morgan Hotel	Sen. Menendez, Rep. Bernal, Master Plan Team
11/10/16	Stakeholder	San Antonio Chamber of Commerce Board of Directors Meeting	The Depot at Sunset Station	SA Chamber of Commerce Board
11/11/16	Press	Express News - Review Preservation Study	Gallagher House	Scott Huddleston, Kelli Epp, Becky Dinnin, Kim Barker, Pam Rosser
11/29/16	City Officials	San Antonio City Council - Mayor Ivy Taylor	Mayor's Office	Mayor Taylor, Master Plan Team
11/29/16	Press	Express-News Editorial Board	Express-News Office	Press
11/30/16	Advisory	Alamo Advisory Committee	Emily Morgan Hotel	Sen. Menendez, Rep. Bernal, Master Plan Team
11/30/16	Press	Rivard Report	Crockett Building	Press
11/30/16	Public	<b>San Antonio City Council - B-Session Presentation</b>	B-Session Room, Municipal Plaza Building	City Council B-Session/Public Briefing
12/01/16	Stakeholder	Fiesta Commission, Battle of Flowers, Flambeau Parade	Alamo Endowment Office	Fiesta Commission, Battle of Flowers, Flambeau Parade Leadership
12/01/16	Stakeholder	San Antonio Conservation Society	Alamo Endowment Office	San Antonio Conservation Society Leadership
12/01/16	Stakeholder	Alamo Area Business Leaders	Emily Morgan Hotel	Alamo Area Business Owners and Managers

DATE	TYPE	MEETING	LOCATION	PARTICIPANTS
12/02/16	Advisory	Alamo Citizens Advisory Committee	San Antonio Central Library Auditorium	Alamo Citizens Advisory Committee
12/09/17	Press	Briefing for SABJ	Rosella's	Endowment, Consultants
01/04/17	Stakeholder	Alamo Area Business Leader Lunch	Alamo Hall	Alamo Area Business Owners and Managers
01/04/17	Advisory	Bexar County Judge Nelson Wolff	Bexar County Courthouse	Master Plan Team, Judge Wolff
01/09/17	Legislative	Legislative - Lt. Governor Dan Patrick, Education Committee	Four Seasons	Master Plan Team
01/17/17	Stakeholder	Fiesta Commission, Battle of Flowers, Flambeau Parade	ACM Conference Room Crockett Building	Fiesta Commission, Battle of Flowers, Flambeau Parade Leadership
01/18/17	Stakeholder	Texas Historical Commission	Alamo and Alamo Plaza	Texas Historical Commission, Master Plan Team
01/18/17	Stakeholder	San Antonio Conservation Society Meeting	Conservation Society Office	San Antonio Conservation Society Meeting
01/20/17	Stakeholder	San Antonio Tourism Council	Hotel Emma	San Antonio Tourism Council
01/23/17	Stakeholder	Tricentennial, San Pedro Creek, Alamo Coordination Meeting	San Antonio River Authority	SARA Staff, Tricentennial Staff, Alamo Endowment
02/01/17	Stakeholder	Alamo Area Business Leader Lunch	Morton's the Steakhouse	Alamo Area Business Owners and Managers
02/02/17	Legislative	Legislative - Texas Legislator Tour and Briefing	Alamo and Alamo Plaza	Legislators, GLO Staff, Master Plan Team
02/09/17	City Officials	San Antonio City Council - Joe Krier Briefing	Krier office	Joe Krier, Master Plan Team
02/14/17	Stakeholder	Paseo del Rio Operators Meeting	The Vault	Paseo Del Rio Members
02/17/17	Stakeholder	San Antonio River Authority	SARA Offices	SARA Leadership
02/22/17	Stakeholder	San Antonio Conservation Society	Crockett Building	SACS Members, Master Plan Team, City Staff
02/24/17	Stakeholder	San Antonio Missions Consortium at UTSA	UTSA Downtown Campus	Endowment, Alamo Staff, City Staff
03/01/17	Stakeholder	Alamo Area Business Leader Lunch	Alamo Hall	Alamo Area Business Owners and Managers
03/01/17	Stakeholder	Glenn Effler/Alamo Plaza Project	ACM Conference Room Crockett Building	Glenn Effler
03/03/17	Stakeholder	Boerne Rotary Club	Boerne	Boerne Rotary Club
03/07/17	Stakeholder	Alamo Society	Alamo Hall	Alamo Society, Gary Foreman
03/24/17	Stakeholder	Fiesta Commission	Fiesta Offices	Becky Dinnin, Amy Shaw
03/21/17	Stakeholder	San Antonio and Arlington, TX Chambers of Commerce	Endowment Offices	Becky, CEOs of Chambers
03/27/17	Stakeholder	Cavaliers	Endowment Offices	Becky Dinnin, Cavaliers Members

DATE	TYPE	MEETING	LOCATION	PARTICIPANTS
03/28/17	Legislative	Briefings for Lt. Governor, Speaker of the House	State Capitol Offices	Gene Powell, Anne Idsal
03/29/17	Legislative	Briefings for Legislators	State Capitol Offices	Gene Powell, Anne Idsal
03/29/17	City Officials	San Antonio Commissions - HDRC Committee Meeting	Development Services Center	HDRC Members, City Staff, Becky Dinnin
04/05/17	Stakeholder	Leadership San Antonio Tourism Panel	Convention Center	Endowment
04/06/17	City Officials	City Council Briefings	City Hall	CCM Trevino, Lori Houston, Becky Dinnin
04/10/17	City Officials	Mayor Ivy Taylor	City Hall	Master Plan committee, City Staff
04/10/17	Stakeholder	Centro San Antonio Members	Alamo Offices	Master Planner, City Staff, Endowment
04/10/17	Stakeholder	Alamo Staff	Alamo Hall	Master Plan committee, Alamo Staff
04/11/17	Public	<b>Public Meeting #3</b>	Convention Center	Public
04/11/17	Advisory	Alamo Citizens Advisory Committee	Municipal Plaza Building	Alamo Citizens Advisory Committee, Master Plan Team
04/11/17	Press	News Editorial Board	ExPress-News office	Press
04/11/17	Press	Press - Rivard Report	Crockett Building	Press
04/12/17	Stakeholder	Alamo Area Business Leader Breakfast	Alamo Hall	Alamo area business owners and managers
04/12/17	City Officials	State of Center City Lunch	Westin Hotel	CCM Trevino
04/12/17	Public	<b>San Antonio City Council - B Session Meeting</b>	Municipal Plaza Building	SA City Council, Master Plan Team
04/13/17	Stakeholder	Business Leader Meeting	Silver Ventures Offices	Master Plan Team
04/18/17	Public	<b>Public Meeting #4</b>	Convention Center	Public
04/18/17	City Officials	San Antonio Commissions - Zoning Commission Working Group	Development Services Center	COSA Zoning Commission Members, Master Plan Team
05/02/17	Public	<b>Public Meeting #5</b>	Convention Center	Public
05/05/17	City Officials	San Antonio Commissions - Planning Commission Work Session	Development Services Center	COSA Planning Commission, Master Plan Team, City Staff
5/11/17	Public	<b>San Antonio City Council - A Session Meeting</b>	Municipal Plaza Building	SA City Council, Master Plan Team