

AN ORDINANCE 2017-05-11-0315

**AUTHORIZING AN AMENDMENT TO EXTEND THE COOPERATIVE AGREEMENT WITH THE TEXAS GENERAL LAND OFFICE AND THE ALAMO ENDOWMENT BOARD AND APPROVING THE ALAMO MASTER PLAN, INCLUDING APPROVAL OF CONCEPTUAL ASPECTS OF THE MASTER PLAN THAT WILL REQUIRE ADDITIONAL PUBLIC INPUT, AND REVIEW AND APPROVAL THROUGH ESTABLISHED CITY PROCESSES: THE CLOSING OF ALAMO STREET TO MARKET STREET; THE CLOSING OF CROCKETT STREET FROM LOSOYA STREET TO BONHAM; REPAIRING AND RELOCATING THE CENOTAPH; AND THE CONVEYANCE TO THE STATE OF TEXAS OF RIGHTS-OF-WAY AND PARTS OF ALAMO PLAZA THAT ARE NECESSARY TO RECLAIM THE ALAMO'S HISTORIC COURTYARD.**

\* \* \* \* \*

**WHEREAS**, on October 15, 2015, the City of San Antonio (City), the Texas General Land Office (GLO) and the Alamo Endowment (Endowment) entered into a Cooperative Agreement that established a process and the parties' roles and responsibilities in developing a Master Plan that encompasses the Alamo Plaza Historic District and the Alamo Complex; and

**WHEREAS**, the GLO and the Endowment, in coordination and consultation with the City, selected Preservation Design Partnership (PDP) through an international competitive process to lead the master planning process;

**WHEREAS**, PDP in association with San Antonio-based Fisher Heck Architects and Grupo De Diseño Urbano of Mexico City and their assembled team of experts have developed a Master Plan for the Alamo Plaza Historic District and the Alamo Complex that is transformational and catalytic; and

**WHEREAS**, the proposed Alamo Master Plan was presented to City Council at a B Session on April 12, 2017, and has been presented and discussed at multiple public meetings since that time with the opportunity for public comment; and

**WHEREAS**, approval of the proposed Master Plan is not approval of a design, and once the Master Plan is approved, the Management Committee established by the Cooperative Agreement will proceed with the selection process for an architect(s) for the Plaza and Museum; and

**WHEREAS**, City Council has determined that approval of the Alamo Master Plan and the continuation of the Cooperative Agreement between the City, GLO and Alamo Endowment will provide for the continued development of an interpretive plan for the site and design for the visitor center and museum and surrounding area; **NOW THEREFORE:**

**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:**

**SECTION 1.** The City Manager, or her designee, and the Mayor, or her designee, are authorized to execute an amendment to the Cooperative Agreement between the City of San Antonio, the Texas General Land Office, and the Alamo Endowment Board to allow the parties to continue their collaboration and coordination in the design and implementation of the Alamo Master Plan. A copy of

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the agreement in substantially final form is attached hereto and incorporated herein for all purposes as **Attachment I**.

**SECTION 2.** The San Antonio City Council approves the Alamo Master Plan for the Alamo Plaza Historic District and the Alamo Complex. A copy of the Master Plan is attached hereto and incorporated herein for all purposes as **Attachment II**.

**SECTION 3.** The San Antonio City Council approves the following conceptual aspects of the Alamo Master Plan that will require additional public input and review and approval through established City processes, and authorizes City staff to initiate the processes required to complete the following actions: (1) the closing of Alamo Street to Market Street; (2) the closing of Crockett Street from Losoya Street to Bonham; (3) repairing and relocating the Cenotaph; and (4) the conveyance to the State of Texas of rights-of-way and parts of Alamo Plaza that are necessary to reclaim the Alamo's historic courtyard.

**SECTION 4.** This ordinance is effective immediately upon the receipt of eight affirmative votes; otherwise, it is effective ten days after passage.

**PASSED AND APPROVED** this 11<sup>th</sup> day of May, 2017.



**M A Y O R**  
Ivy R. Taylor

**ATTEST:**

  
\_\_\_\_\_  
Leticia M. Vacek, City Clerk

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
Andrew Segovia, City Attorney

<b>Agenda Item:</b>	4						
<b>Date:</b>	05/11/2017						
<b>Time:</b>	12:43:24 PM						
<b>Vote Type:</b>	Motion to Approve						
<b>Description:</b>	An Ordinance authorizing an extension to the Cooperative Agreement among the City of San Antonio, Texas General Land Office, and the Alamo Endowment Board to provide for design and implementation of the Alamo Master Plan and approval of the Alamo Master Plan and conceptual approval of the following: Closing of Alamo Street from Houston Street to Market Street and Crockett Street from Losoya Street to Bonham; Repairing and relocating the Cenotaph; and the future conveyance to the State of Texas the rights-of-way and parts of Alamo Plaza that are necessary to reclaim the historic Mission Plaza. [Lori Houston, Assistant City Manager]						
<b>Result:</b>	Passed						
<b>Voter</b>	<b>Group</b>	<b>Not Present</b>	<b>Yea</b>	<b>Nay</b>	<b>Abstain</b>	<b>Motion</b>	<b>Second</b>
Ivy R. Taylor	Mayor		x				
Roberto C. Treviño	District 1		x			x	
Alan Warrick	District 2		x				
Rebecca Viagran	District 3		x				
Rey Saldaña	District 4		x				
Shirley Gonzales	District 5		x				
Ray Lopez	District 6		x				x
Cris Medina	District 7		x				
Ron Nirenberg	District 8		x				
Joe Krier	District 9		x				
Michael Gallagher	District 10		x				

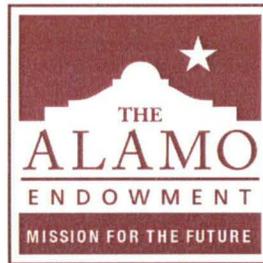
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Item #4

# **Attachment I**

The State of Texas



Texas General Land Office



City of San Antonio



**AMENDMENT TO  
COOPERATIVE AGREEMENT**

This amendment is entered into by and between the GENERAL LAND OFFICE (the "GLO"), by and through the Commissioner of the General Land Office, the ALAMO ENDOWMENT, a Texas non-profit corporation ("the Endowment"), and the CITY OF SAN ANTONIO, TEXAS (the "CITY"). The GLO, the Endowment and the CITY are individually referred to as a "Party" and collectively referred to as "the Parties".

The Parties hereto severally and collectively agree, and by the execution hereof are bound, to the mutual obligations herein contained and to the performance and accomplishment of the tasks hereinafter described.

**WHEREAS**, the Parties entered into a Cooperative Agreement (hereinafter referred to as "the Agreement") on October 15, 2015 that sets out the Parties' roles and the process for developing and adopting a Joint Master Plan for the Alamo Historic District and Alamo Complex;

**WHEREAS**, the Parties have determined that the term of the Agreement should be extended to allow the Parties to continue their joint efforts to fully implement the Alamo Master Plan through the Agreement, which details and defines each Party's role, expectations, rights, responsibilities and obligations in connection with the design and implementation of the approved Alamo Master Plan;

**NOW THEREFORE**, the Parties agree to amend the Agreement as follows:

1. Section 7 is amended by striking (~~strike~~) language in section 7.1 as set out below, and adding (add) language in section 7.2 as set out below:

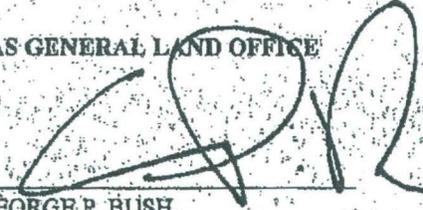
7.1 This Agreement shall be effective as of the date executed by the last Party ~~and shall terminate on the later of December 31, 2016 or upon adoption of the Joint Master Plan. The Parties, at their own discretion, may extend this Agreement subject to terms and conditions mutually agreeable to both Parties.~~

7.2. The term of this Agreement will continue until the earlier of (i) all actions necessary to design and implement the approved Joint Master Plan to include construction have been completed, (ii) an earlier date mutually agreed to by the Parties, or (iii) December 31, 2025.

2. All other terms, conditions, covenants and provisions of the Agreement are hereby continued and shall remain in effect in their original form, except for the provisions modified by this Amendment.

IN WITNESS WHEREOF this Amendment is entered into and shall be effective on the last date of either party's signature below.

TEXAS GENERAL LAND OFFICE

By:  Date: 6.19.17  
GEORGE P. BUSH,  
Commissioner of the General Land Office

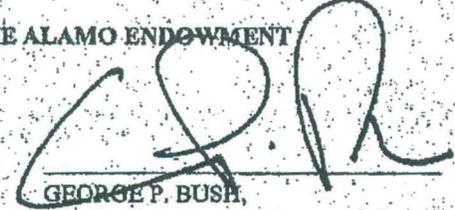
Legal 

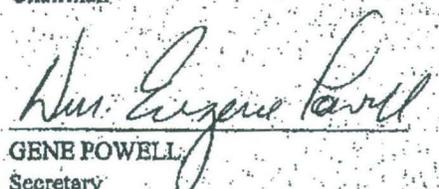
Director \_\_\_\_\_

Gen. Counsel 

Executive all

THE ALAMO ENDOWMENT

By:  Date: 6.7.17  
GEORGE P. BUSH,  
Chairman

By:  Date: 7-27-17  
GENE POWELL,  
Secretary

CITY OF SAN ANTONIO, TEXAS

By: Ivy R. Taylor  
IVY R. TAYLOR,  
Mayor

Date: 5-11-17

By: Sheryl Sculley  
SHERYL SCULLEY,  
City Manager

Date: \_\_\_\_\_

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# **Attachment II**



# ALAMO MASTER PLAN



MAY 2017

## 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 Hinds	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

Bruce Winders, PhD	Alamo Historian
Pam Rosser	Architectural Conservator
Pat Caffey	Facilities Manager
Mark Adkins	Chief, Alamo Rangers

### 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 Committee

<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
<i>1994 Alamo Plaza Study Committee</i>	
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

### State of Texas Designee

Father David Garcia	Mission San Juan
L. Aaron Peña, Jr.	Texas GLO
Mark Wolfe	Texas Historical Commission, Executive Director

### Federal Government Designee

Mardi Arce	San Antonio Missions National Historic Park
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### Private Property Owner

Frank Z. Ruttenberg	Haynes and Boone
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### Tourism Designee

Davis Phillips	Phillips Entertainment Co.
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### Council Appointees

Roger Perez	District 1
Anthony Edwards	District 2
Patricia Mejia	District 3
Rudolph F. Rodriguez	District 4
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

### Betty Bueché

Bexar Heritage & Parks Department Director

### The DeBerry Group

Trish DeBerry	President
Kelli Larsen Epp	Public Affairs Director
Rachel Trevino	Account Supervisor

### Broadus & Associates

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

### San Antonio Conservation Society

Janet Dietel	President
Vincent Michael	Executive Director

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

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

### 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	
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Scott Huddleston	Reporter
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### San Antonio Business Journal

Scott Bailey	Reporter
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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.



April 2017

Dear Alamo Friend & Supporter:

The Alamo is known around the world as one of the most significant historic sites in America.

The thirteen days in 1836 that culminated with the ultimate sacrifice of 189 heroes changed the course of history, leading to the creation of the Republic of Texas, followed by the State of Texas, ultimately defining the geopolitical structure of the Americas.

In the aftermath of the Battle, General Santa Anna ordered his troops to destroy as much of the site as possible. This was the beginning of the decline of the historic Alamo compound.

Restoring the reverence and dignity of the Alamo is the obligation of our generation and the mission of our efforts. We are committed to re-imagining the site through a visionary plan that captures the imagination of all ages and cultures today, and for generations to come, while reestablishing the sanctity of the site. The Master Plan:

- Follows the Vision and Guiding Principles established by the Alamo Plaza Advisory Committee;
- Uses the highest principles and best practices in heritage planning and design;
- Presents all the layers of history; and
- Establishes the framework for a self-sustaining and robust entity to provide responsible stewardship into the future.

This extraordinary initiative is possible through the creative collaboration of the Texas General Land Office, the City of San Antonio and Alamo Endowment. These entities have come together in a dedicated effort through a unique public / private partnership.

This Executive Summary presents the Preliminary Concepts of the Alamo Master Plan Management Committee [AMPMC], numerous stakeholders and the Master Plan Professional Team, culminating two years of intense and highly creative work.

Please join us in support of this transformational initiative as we embark on our journey to recapture the site, celebrate its history and restore its dignity and reverence.

Thank you.

**Alamo Endowment**

W. Eugene Powell, Chair  
Ramona Bass

**Texas General Land Office**

Anne Isdal, Deputy Commissioner  
Kim Barker, Historic Preservation Specialist

**City of San Antonio, Texas**

Sheryl Sculley, City Manager  
Councilman Roberto Treviño, District 1

## INTRODUCTION

In the aftermath of the March 1836 Battle, General Antonio Lopez de Santa Anna ordered his troops to quickly destroy as much of the historic compound as possible to avoid the possibility of having to fight another battle against an opponent in a fortified site. This destruction marked the beginning of decline of the Mission San Antonio de Valero, known throughout the world as the Alamo.

Over the years, the site has suffered several major indignities and has lost important dimensions of its historic integrity.

The goal of this Master Plan is to reverse this decline, restore the reverence and dignity of the site and recapture and celebrate its real identity, based on evidence and the best principles and practices of heritage conservation planning and design.

Working in close collaboration, the Alamo Master Plan Management Committee [AMPMC] and the Master Plan Professional Team undertook the first ever systematic attempt to compile the history of the physical development and evolution of the site from the arrival of the Spanish missionaries in 1724 to the present time, supplemented with archaeological research to confirm specific important dimensions of the project.

This work along with the vision and guiding principles provided the foundation to develop bold and visionary ideas and plans for the reimagining of the Alamo. The Master Plan proposes to:

- Close Alamo Street from Commerce Street to Houston Street.
- Close Crockett Street from Losoya Street to the motor court entrance of the Menger Hotel.
- Delineate the perimeter of the historic compound and reestablish its relationship to the Church and the Long Barrack through archaeology and interpretation.
- Provide a clear differentiation between the 1936 Garden and the true historic mission compound.
- Interpret the South Wall and the original Alamo Gate using 21st century technology, materials and systems.

- Lower the elevation of Alamo Plaza to the historic living surface of the historic mission compound, that is, approximately 18 to 24 inches below the current elevation.
- Develop a protected pedestrian environment and a public space to allow visitors to understand the historic approach from the south, while preparing to immerse themselves in a memorable experience.
- Celebrate the 1836 battlefield for its significance in Texas, the United States and the World, and the ultimate sacrifice made by the Alamo defenders.
- Educate millions of visitors in a world class museum facility that will provide unique opportunities to understand the story of Battle of the Alamo and over 300 years of layered history that led to the creation of the State of Texas, shaping the geopolitical structure of the Americas.
- Shape a place of healing – a bridge that will connect the many wonderful cultures and people who have contributed greatly to the rich history of the site.
- Provide a memorable experience that celebrates universal human values of the highest level and the quest for independence.



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## ALAMO PLAZA ADVISORY COMMITTEE

### VISION

#### ENGAGE

Engage local residents and visitor in way sto personally connect to the Alamo area experience

#### TELL THE STORY

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 & INTERPRET

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 STORY

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

#### ENTIRE HISTORY

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

Unified leadership under the management of a single steward [public and private] with a sustainable business model.

#### PRESERVATION & INTERPRETATION

Preservation and interpretation based on historical and archaeological evidence.

#### ACCESSIBILITY

Embrace intellectual, experiential and physical accessibility

#### BALANCE

Balance scholarship, historical context, folklore and myth to provide an engaging visitor experience.

#### VISITOR EXPERIENCE

Create a premier Visitor Experience through physical space and interpretation

#### CONTINUUM OF HISTORY

Embrace the continuum of history to foster understanding and healing.

#### CONNECTIVITY

Enhance connectivity and wayfinding to the river, neighborhoods, La Villita, the cathedral, and the other Plazas.

## 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:

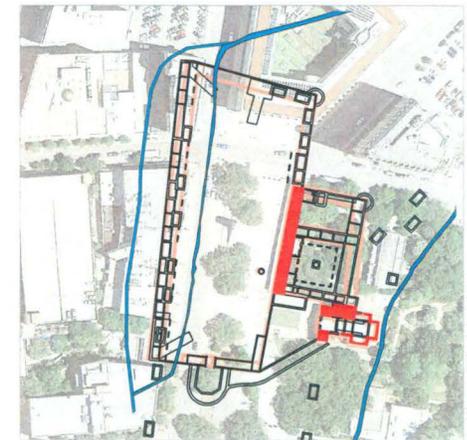
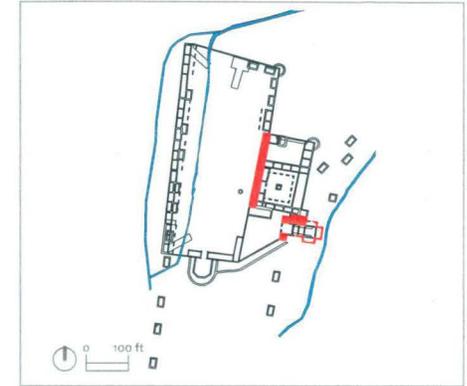
- Proximity to the San Antonio River [less than 1 mile].
- Acequias with a hierarchy of distribution [acequia madre and laterals].
- Dams and desagües [ditches that return acequia water to the river].
- Productive areas outside the perimeter walls, such as quarries, lime kilns, labores [agricultural 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]

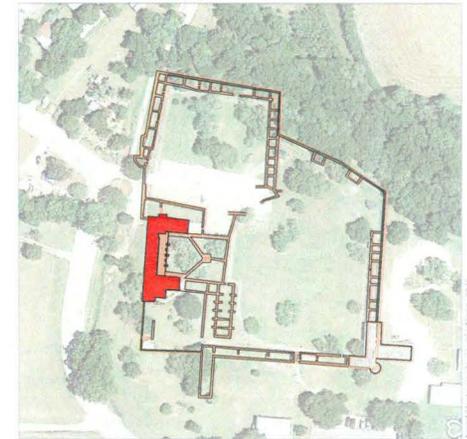
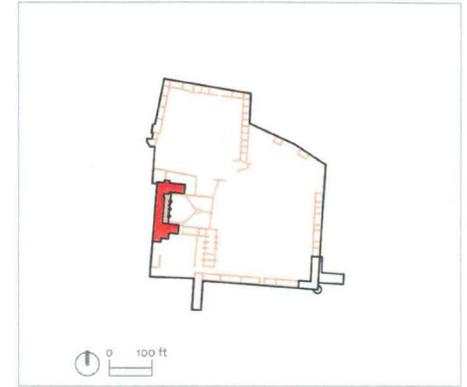
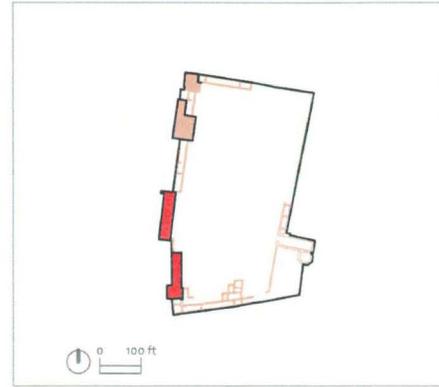
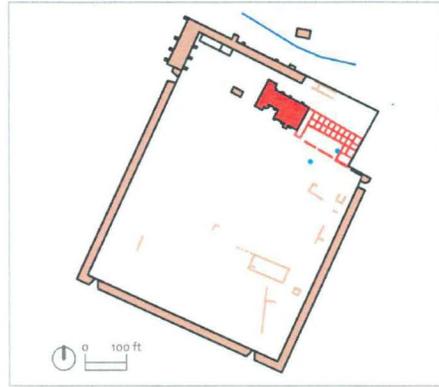
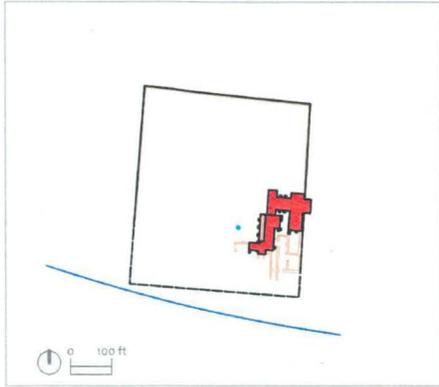
**Approximate Core Size:** Irregular, plaza 230 ft x 530 ft

**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, desagüe [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

## BRIEF HISTORY OF MISSION SAN ANTONIO DE VALERO

The present site of the Mission San Antonio De Valero [now known as the Alamo] is the third location of the mission.

Construction started in 1724 and the site slowly evolved over time.

Construction of the Church started in 1744. Eight master masons directed the construction from 1744 to 1772.

Historic research indicates that the Church was not completed during the mission period, even though there were plans for a roof and a cupola to be installed over a dome at the transept crossing.

In 1793, the site was secularized, with the mission becoming a civil pueblo and the Church and Long Barrack [Convento] turned over to the diocese of San Antonio.

In 1836, in preparation for the Battle, the site was fortified to provide protection for the defenders of the Alamo.

Following the thirteen days that changed the course of history, General Santa Anna ordered the destruction of most of the fortifications and several of the structures. The difference of between February 22, 1836, before the start of the siege and May 1, 1836 was indeed startling.

In 1846, the US Army took over the site and, soon after, erected the “signature parapet wall” that is known throughout the world today and installed the first full roof.

In 1877, the Long Barrack was sold and privatized and, in 1878, the Church was rented, with the result that the buildings’ lost much of their dignity.

The buildings and the immediate surrounding site were given into the care of the Daughters of the Republic of Texas in 1905.

In 1936, in celebration for the centennial of the Battle, a commemorative park was designed and constructed east of the Church and a cenotaph was erected in the Plaza to honor those who lost their lives defending the Alamo. Unfortunately, this work, a WPA project, became one of the major contributors to the lack of clarity, authenticity and integrity at the site.



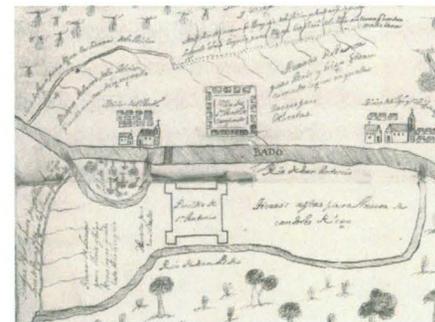
1727

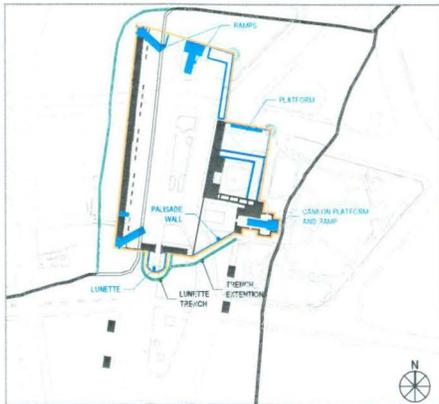
Mission San Antonio de Valero was established at the current site, east of the San Antonio River, in 1724 by a Franciscan Order from Spain. Previously, the mission was moved twice between 1718 and 1724 before the permanent location was settled. The mission development commenced with the construction of four stone rooms that included a *galera* to serve as a convento, along the east side of what would later become the mission’s plaza. 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.



1772

Church construction was halted in 1772. 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 room adjacent to the west, now known as the Monks’ Burial Room, was also completed. The perimeter mission wall of adobe, stone, and mud with a protective gate at the south had been completed by 1762. Within the mission plaza were 5 groups of adobe houses, three houses to a group. A kiln for burning lime was located 100 feet to the east of the convento.





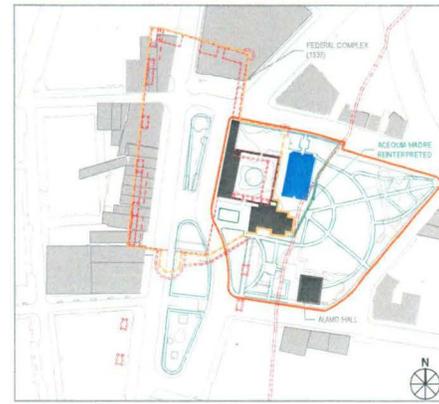
March 1836

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 along the east side of the west compound wall was relocated to outside the west wall.



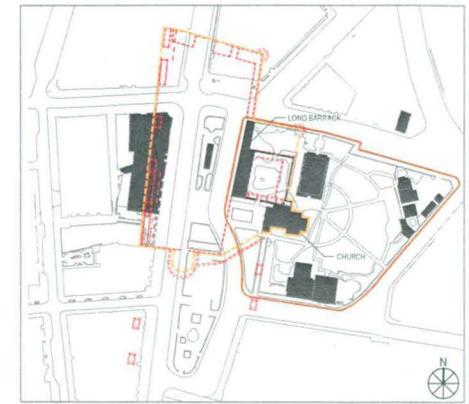
May 1836

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



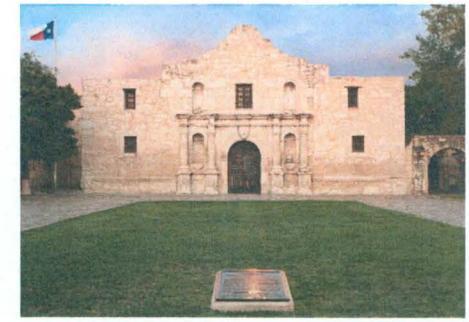
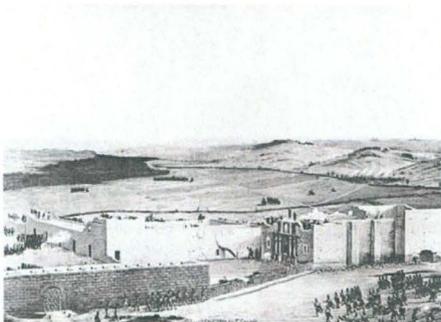
1935 - 1937

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 Theater 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.



2016

Previous changes included the renovation of Alamo Plaza in 1976 with new hardscaping. The Long Barrack was renovated and enclosed with a roof for use as a museum in 1980. Other changes in the 1980s included additions to the Alamo Library and construction of an outdoor theater and new maintenance buildings in the northeast section of the site. The east side of Alamo Plaza was closed off to vehicular traffic between Crockett Street and Houston Street in 1993.



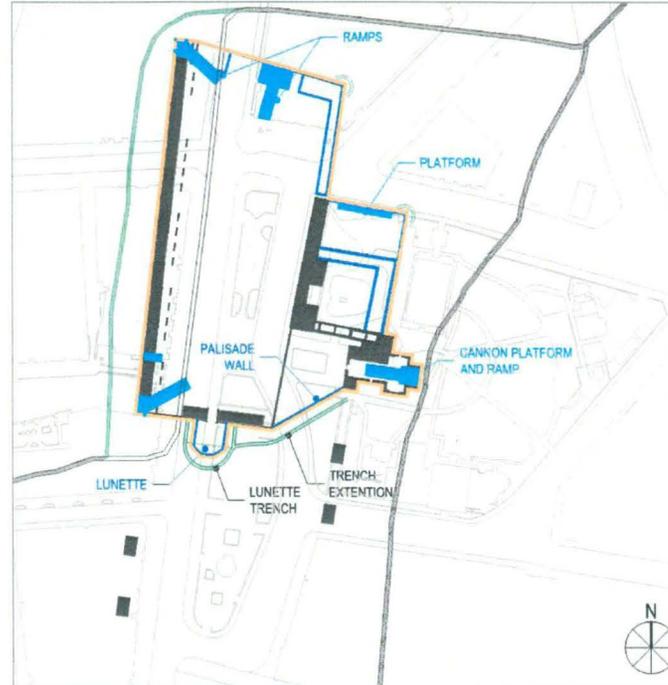
## THE ALAMO PLAZA: THEN & NOW

Following the Battle of the Alamo, General Santa Anna ordered his troops to destroy as much of the historic mission compound as possible.

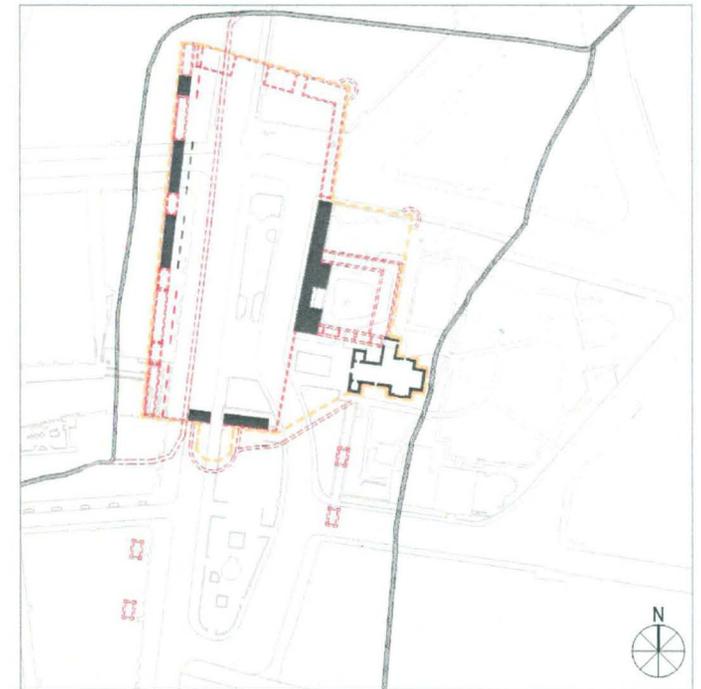
Since then, the space has been used, by default and intentionally, as a civic space.

Historic photographs can provide valuable information on the types of changes that were implemented over time and more specifically in the 20th century.

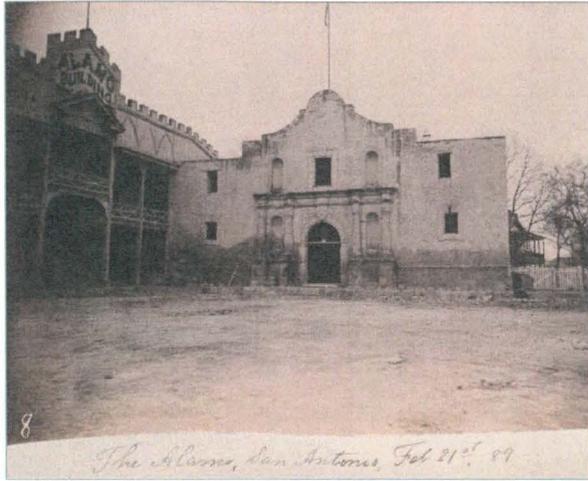
This photographic record can be used to structure a sequence of removals aimed at recapturing the scale, essence and historic evidence of the site, rediscovering what exists below our feet.



The Alamo complex, March 1836



The Alamo complex, May 1836



The Alamo Church, circa 1889

The Alamo Church, 1889 (The Alamo Museum)



The Alamo complex, circa 1940

Aerial Photo, 1940 (The Alamo Museum)



The Alamo Church and Cenotaph, circa 1960s

Aerial Photo, 1960s (The Alamo Museum)



The Alamo, circa 1910

Aerial Photo, 1910 (The Alamo Museum)



Aerial of the Alamo, circa 1966

Aerial Photo, 1966 (The Alamo Museum)



Aerial of the Alamo, 2016

Aerial Photo, 2016 (The Alamo Museum)

## LEARNING FROM ARCHAEOLOGY

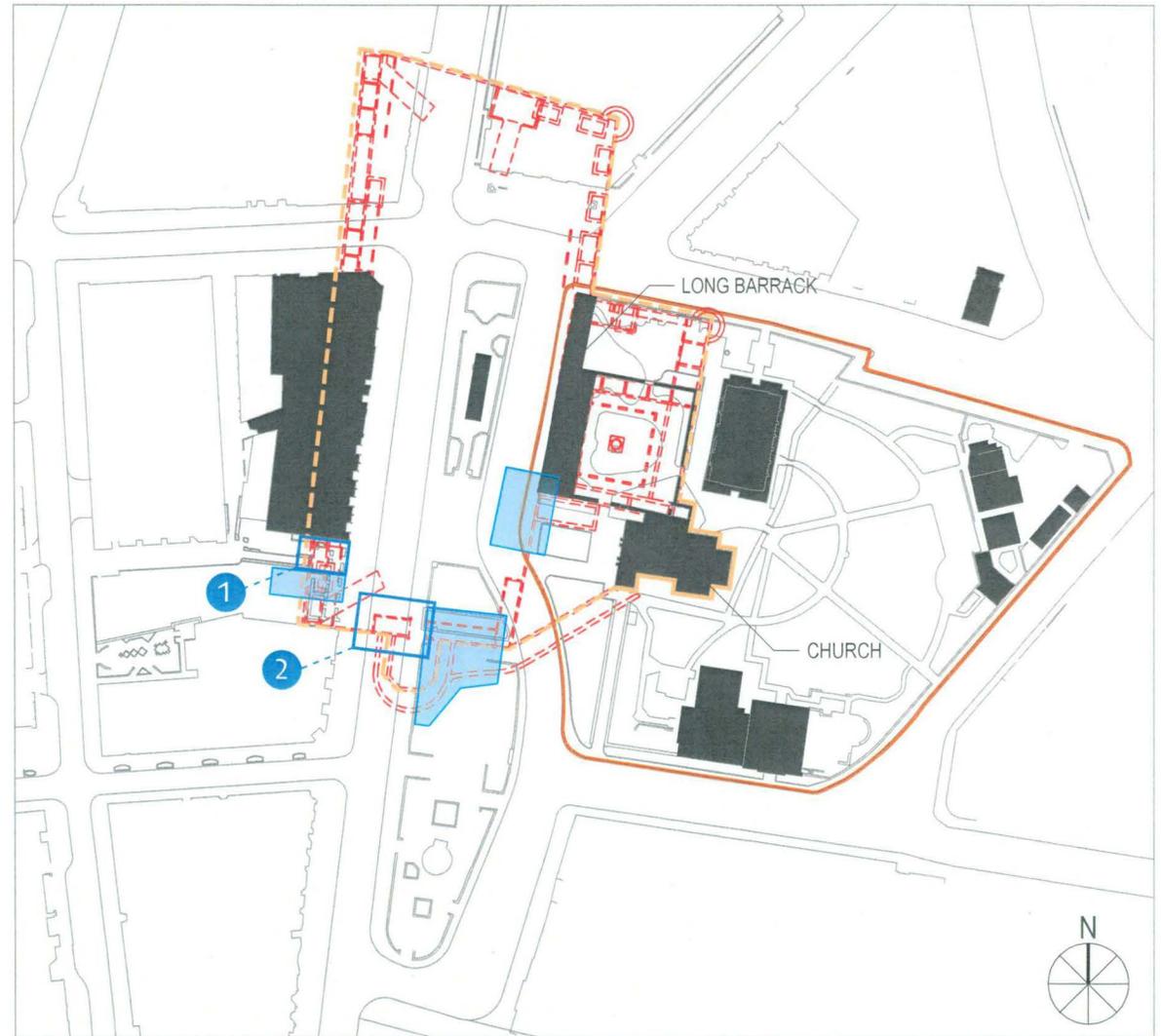
Over the course of the last fifty years, several archeological were undertaken at the site yielding a wide range of results.

Combined with historic research, archaeology has provided valuable information on:

- The location of West and South Walls.
- The location of the South Gate.
- Edges of the Lunette that protected the South Gate.
- The potential location[s] of the Palisade[s] that enclosed the South East Area of the Compound.
- The elevation of the 1724 and the 1836 historic living surfaces of the compound.

To reimagine the Alamo requires that we first understand what was there historically, what has been lost, what can be found and how we can interpret the site through evidence and not conjecture.

The illustrations indicate how and where archaeology is guiding the development of the Master Plan.





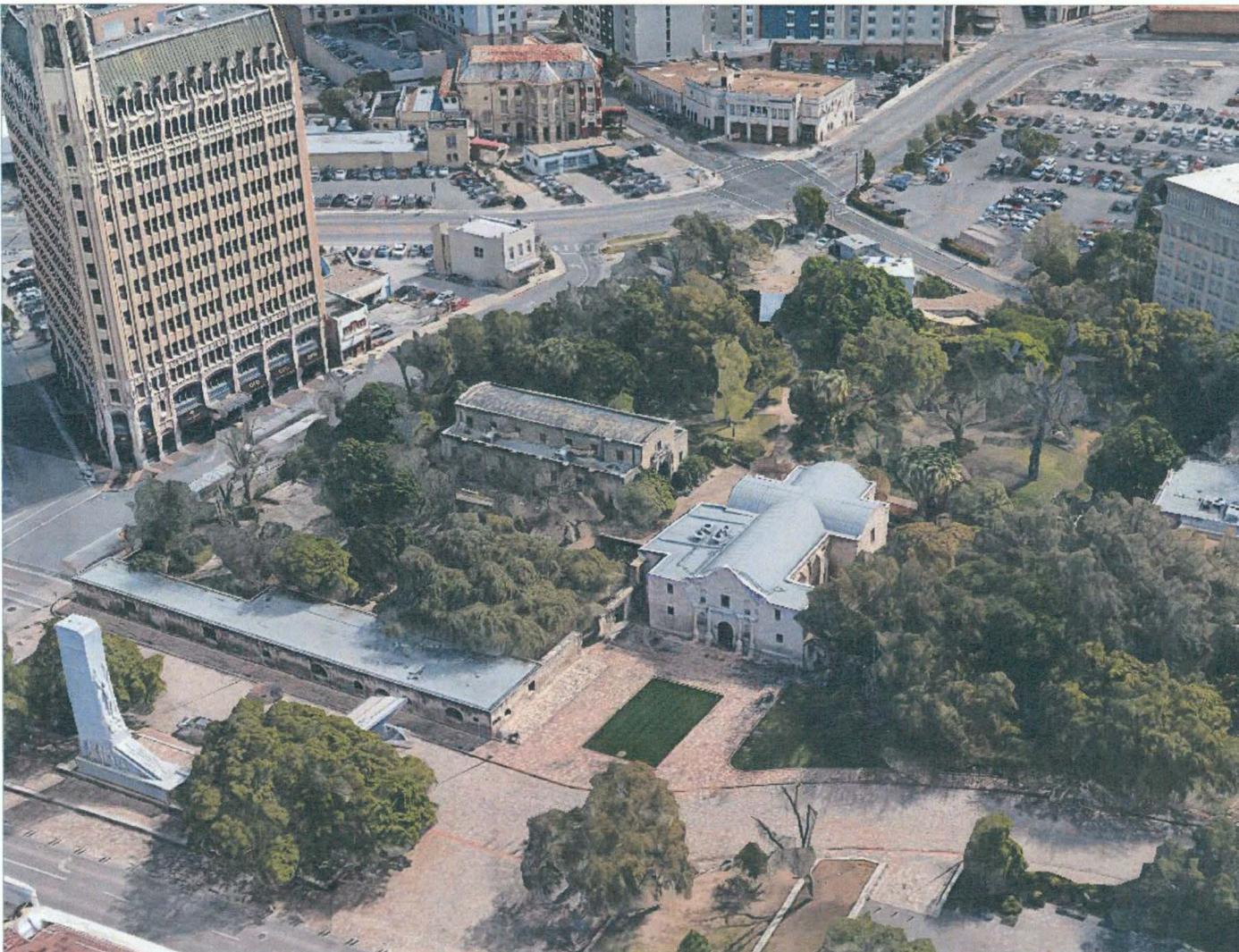
Top:  
This photograph was taken during archeological campaign at the "Radio Shack" site before the construction of the Paseo. The interpretation of the west wall in the Paseo was based on the findings of this campaign.

Bottom:  
In the summer of 2016, as part of the Master Plan, additional archaeology was undertaken providing under additional information on the west wall of the historic mission compound.



The archaeology campaign of 2016 focused also on the South Wall and Gate providing valuable information to make informed recommendations for the development of the Master Plan.

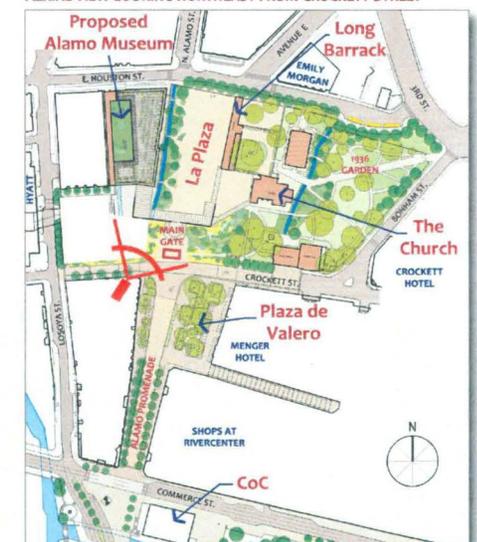




## KEY CONCEPTS

- Restoration of the Church and Long Barracks
- Reestablishing clarity and order through the delineation of the historic footprint.
- Recapture the Historic Mission Plaza and create a sense of reverence and respect on the historic battlefield.
- Repurpose the Crockett, Woolworth and Palace buildings into a world-class visitor center and museum that tells the story of the Battle of the Alamo and over 300 years of layered history.
- Create a sense of arrival to the site and enhance connectivity between the site and other public spaces.

AERIAL VIEW LOOKING NORTHEAST FROM CROCKETT STREET



## RESTORE THE CHURCH AND LONG BARRACK

The Church is one of the most recognized historic structures in America. Its iconic west elevation is known throughout the entire world.

It is the most significant artifact of the Alamo, its centerpiece. Without it, there is no Alamo site.

The Master Plan Team engaged some of the best experts in the world to help:

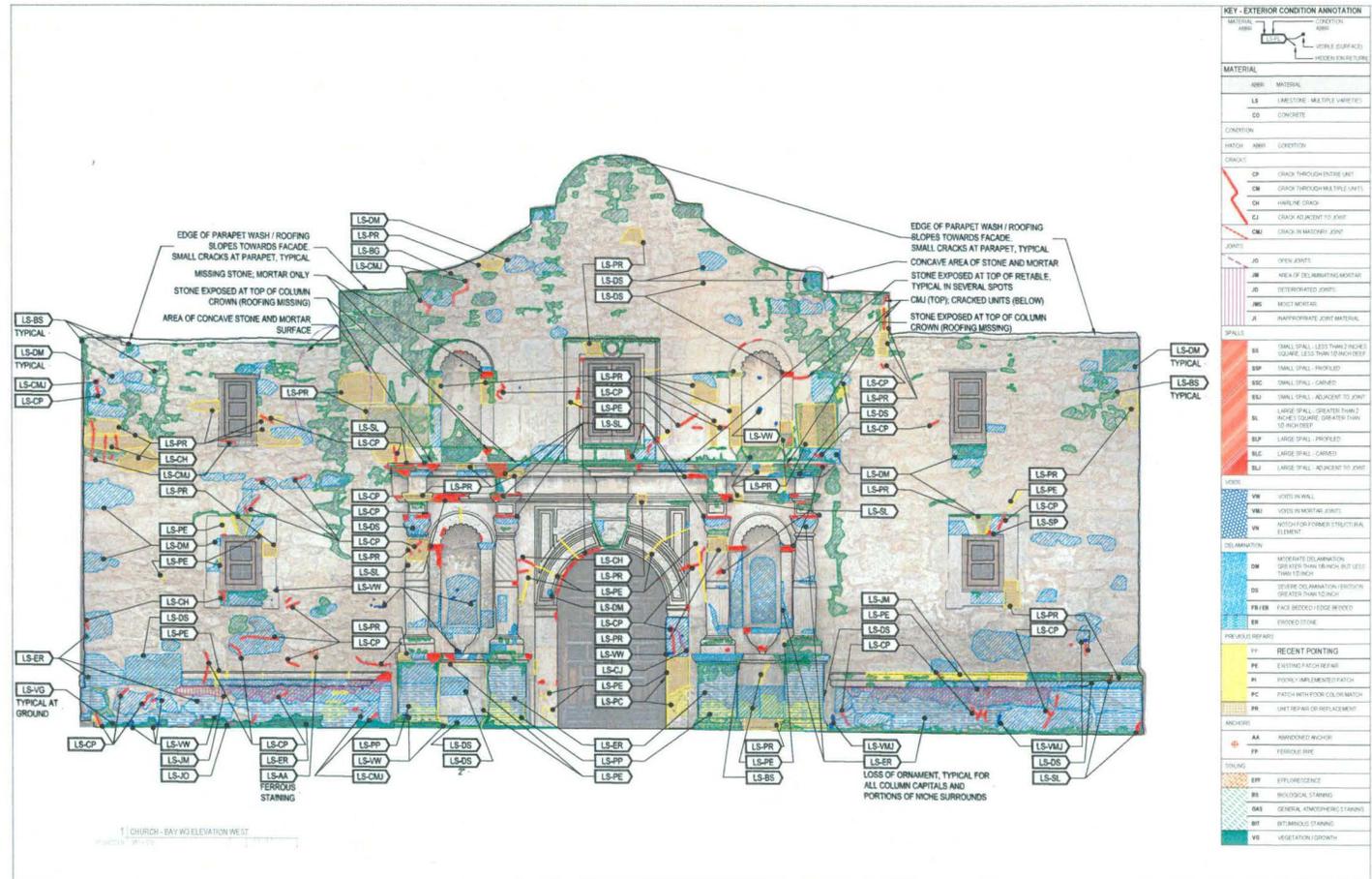
- Outline the historic evolution, development and changes over time.
- Analyze its construction.
- Identify deterioration issues.
- Develop a plan for its long term treatment, preservation and protection.

The Church was documented in high level of detail using the latest technology in laser scanning and orthophotography that captured the existing conditions accurately and created the first record produced at such level of detail.

Following the documentation effort, a thorough visual assessment was completed which identified severe and highly complex issues of deterioration.

The building is literally disintegrating before our very eyes and the deterioration is being captured and measured since early September 2017.

The Master Plan is proposing an intense conservation program that would span over four years to address immediate concerns, undertake a wide range of tests to fully understand the mechanisms of deterioration and decay, develop methods for addressing this to create a long term program for the protection of this national treasure.



The west elevation of the Alamo Church with existing conditions noted.



The depth of stone loss due to erosion varies from under 1 inch to 3 inches or more [wall between Long Barrack and Church].



Severe material loss in the zone of rising damp.



Biological growth that correlates with advanced deterioration at the base of the Long Barrack on the east elevation directly below the canals.



Severe loss of ornamentally carved material at the west facade of the Church.

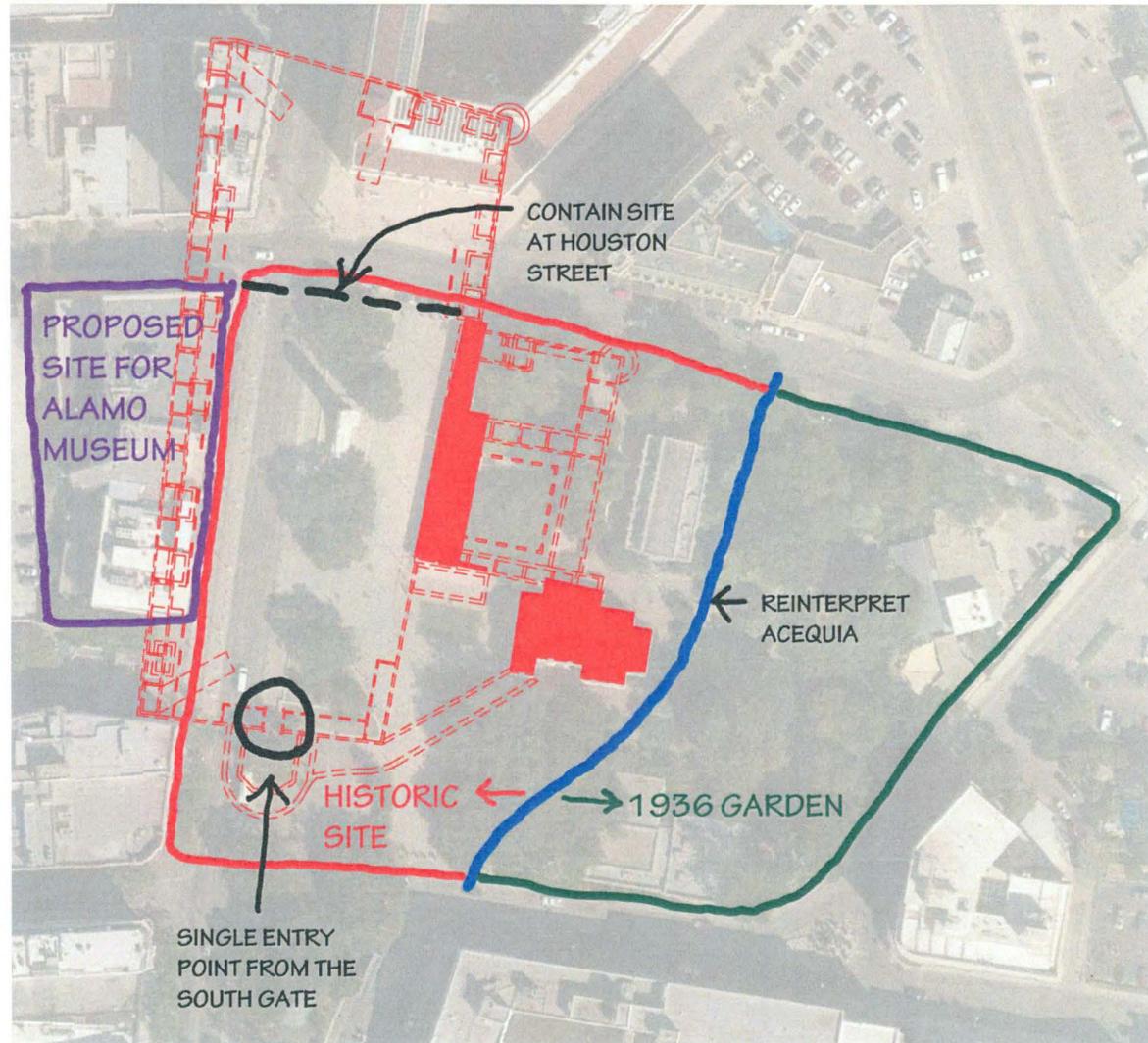
## REESTABLISHING CLARITY & ORDER THROUGH DELINEATION OF THE HISTORIC FOOTPRINT

Reimagining the Alamo requires that there is clarity and order in the site.

The destruction of important features by the troops of General Santa Anna, marked the beginning of the site deterioration that has continued to the present.

The Master Plan is based on a few simple, yet bold ideas that can be captured in the diagram of this page:

- Close Alamo Street and remove all traffic from the historic site.
- Delineate the edges of the historic compound based on evidence.
- Lower the historic site to living surface, reestablishing its relationship to the Church and the Long Barrack, the two historic structures that have remained the constant features since 1724.
- Differentiate the historic mission site from the 1936 Garden.
- Create a world class museum to celebrate events of 1836, which changed the course of history, and provide a memorable educational experience of the more than three hundred year history of the site.
- Remove the visual and sound pollution to restore the dignity and reverence of the site.

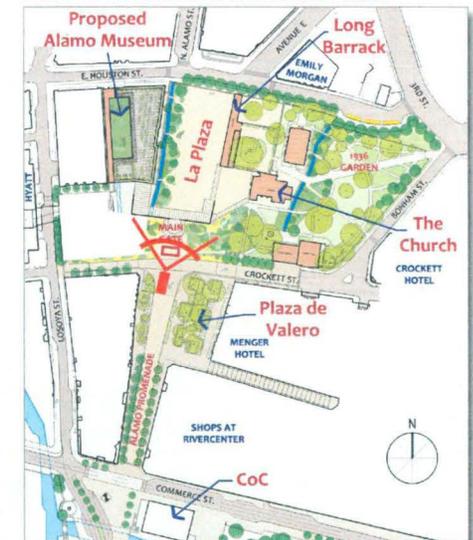




## REESTABLISHING CLARITY & ORDER THROUGH DELINEATION OF THE HISTORIC FOOTPRINT

- Illustrate the development of the Alamo grounds throughout the mission's history, especially at the time of the 1836 Battle.
- Delineate the South Gate, the historic entry point of the mission plaza.
- Create an official commencement point for the physical journey through the Alamo mission.
- Provide a sense of scale and enclosure of the historic setting.
- Immerse visitors in the history of the site and the significant impact of the Alamo on Texas, United States, and world history.

STREET VIEW LOOKING NORTH FROM CROCKETT STREET



## RECAPTURING THE HISTORIC MISSION PLAZA

The historic courtyard, known as **La Plaza**, was the heart of the mission.

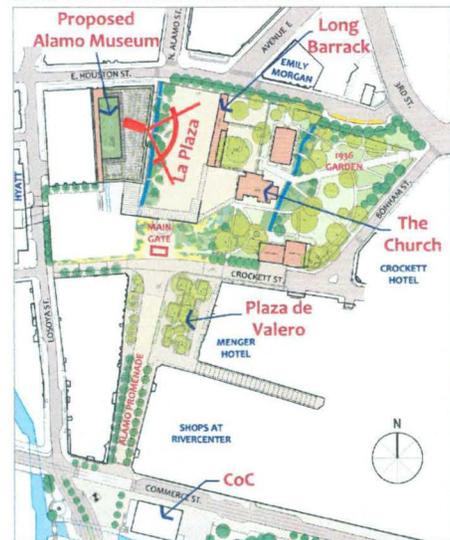
Today, this sacred ground is buried below layers of pavements, additions to and changes of the historic site and it is dissected by three lanes of traffic.

Recapturing the essence of this historic space is one of the important goals of the Master Plan.

Alamo Street will be closed, layers of construction and the site will be lowered anywhere from eighteen to twenty-four inches to reach the **historic living surface**.

The relationship of the Church and the Long Barrack to the historic living surface will be reestablished and the visitors will be able to understand the historic compound as it is possible in the other Missions of San Antonio.

STREET VIEW LOOKING EAST ACROSS LA PLAZA





## RECAPTURING THE HISTORIC MISSION PLAZA

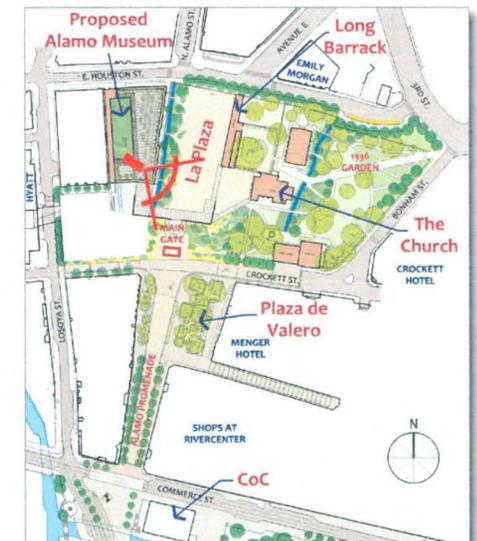
The proposed changes include:

- Lowering the site to reach the historic living surface.
- Differentiating the historic site from the modern city.
- Introducing period appropriate plant material and walking surfaces.
- Interpreting the acequias that provided water to the historic compound.

The proposed Alamo Museum will have a Roof Garden which will provide the most spectacular view of the site.

The activities that occur in the 1936 Garden will now occur in the plaza.

ROOFTOP VIEW OVERLOOKING LA PLAZA



## RETURNING TO THE HISTORIC LIVING SURFACE

One of the principles of the Master Plan team is that “the site and the buildings will always give us the right answers, if we ask the right questions.”

The earliest known photograph – a Daguerreotype [c. 1849] – presents useful information on the relationship of the Church to the site.

This is approximately 13 years after the Battle of the Alamo.

A second image, dated to 1889, provides more clarity on the same issue:

- The site has very little – if any – treatments in the way of paving materials.
- A significant dimensional difference can be observed at the base of the pilasters, between the base of the building, as it is delineated today and what existed in the past.

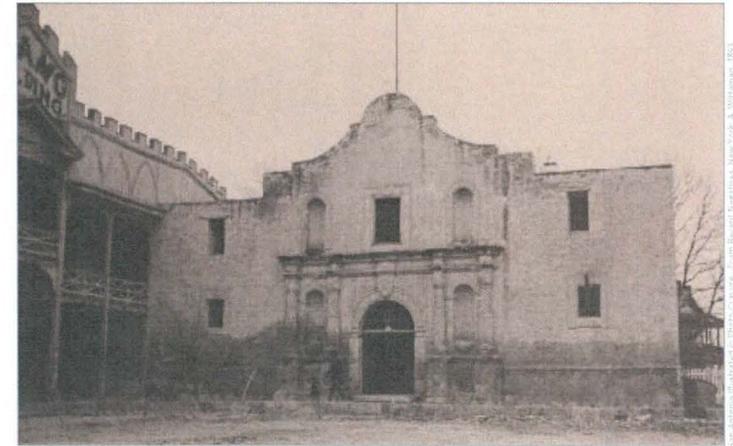
Returning to the historic living surface – or very close to it – where the heroes of the Alamo walked on is very significant for several reasons:

- Reestablishing the relationship between the building and the historic site recaptures the lost [hidden below grade] height of the building, providing the true picture of how the building was intended to look.
- Removing the added layers of construction, such as fill, gravel, concrete, pavers, etc., will allow the immediate site to evaporate as it was intended when the Church was constructed, before changes to the site were made in the 20th century.



Circa 1849

1849 [Daguerreotype, Gift of the American Historical Society]



Circa 1889

1889 [Photograph, Gift of the American Historical Society, New York, A. Whitney, 1851]



2017

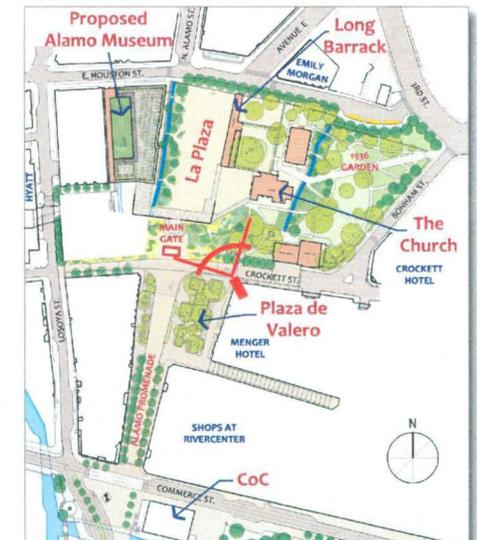


## REPURPOSE THE BUILDINGS INTO A WORLD CLASS VISITOR CENTER AND MUSEUM

The Crockett Building, the Palace Building and the Woolworth Building are referred to as the Crockett Block.

The Master Plan proposes that these buildings are repurposed to house a world class museum that will provide opportunities to tell the Story of the Alamo and the history of the site without any limits, using 21st Century exhibit technology, historic artifacts and exhibits, allowing visitors to explore all dimensions of the site.

AERIAL VIEW LOOKING NORTHWEST FROM CROCKETT STREET



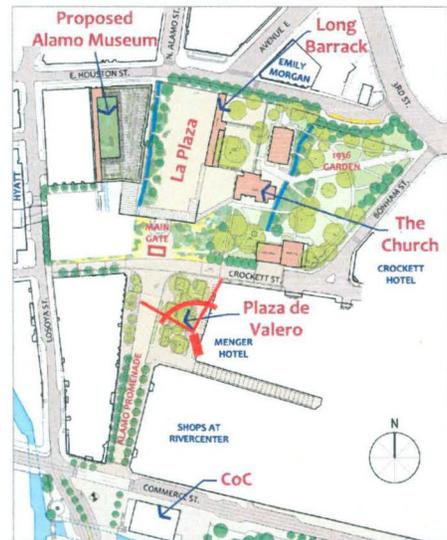
## CREATE A SENSE OF ARRIVAL TO THE SITE AND ENHANCE CONNECTIVITY BETWEEN THE SITE AND OTHER PUBLIC SPACES

By removing all traffic and making the Alamo Plaza into pedestrian zone, a series of new opportunities emerge for public spaces.

One of them is the Plaza de Valero, the open space in front of the Menger Hotel.

This area will provide an opportunity for visitors to have a quiet moment, in the shade of mature trees, enjoying food and refreshments, as they experience the reimagined Alamo.

AERIAL VIEW LOOKING NORTHWEST FROM PLAZA DE VALERO

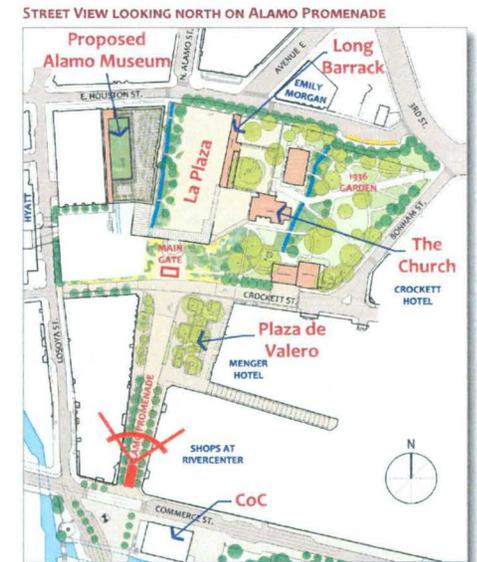




**CREATE A SENSE OF ARRIVAL TO THE SITE AND ENHANCE CONNECTIVITY BETWEEN THE SITE AND OTHER PUBLIC SPACES**

The Master Plan calls for the removal of all traffic from the Alamo Plaza, from Market to Houston Streets.

Alamo Street will become the Alamo Promenade allowing visitors to approach the Alamo along the original north – south path that connected the five missions.



## LIST OF PUBLIC MEETINGS

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

DATE	TYPE	MEETING	LOCATION	PARTICIPANTS
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
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

DATE	TYPE	MEETING	LOCATION	PARTICIPANTS
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
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, Kelli Epp
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

DATE	TYPE	MEETING	LOCATION	PARTICIPANTS
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
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
04/06/17	City Officials	City Council Briefings	City Hall	CCM Trevino, Lori Houston, Becky Dinnin
04/05/17	Stakeholder	Leadership San Antonio Tourism Panel	Convention Center	Endowment

This report was prepared by:

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ARCHITECTURE | PLANNING  
HISTORIC PRESERVATION  
Project Leadership: Content  
Development, Coordination,  
Project Management and Contract  
Administration

  
PRESERVATION LANDSCAPE  
ARCHITECTS & PLANNERS  
Landscape Design

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Peter Aaslestad	Project Manager
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TXP Inc., Economic Strategists, President	Economic Analysis
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Welsh Color & Conservation, Inc.	Historic Finish Analysis
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**Fisher Heck**  
ARCHITECTS

SAN ANTONIO BASED PRESERVATION ARCHITECTS & PLANNERS  
Local Architectural & Preservation Associate



LANDSCAPE ARCHITECTURE AND URBAN DESIGN  
Local Landscape Architecture Services



LANDSCAPE, ARCHITECTURE, AND URBAN DESIGN  
Urban Design

**ARUP**  
DESIGNERS, PLANNERS, ENGINEERS, CONSULTANTS & TECHNICAL SPECIALISTS

Design & Consulting Firm for the Built Environment

  
INTERIOR AND EXTERIOR ARCHITECTURAL LIGHTING DESIGN  
Lighting Design

**George Wheeler, PhD**

**Alston V. Thoms, PhD, RPA**

**Robert Wright, OMI, PhD**

**James (Jake) Ivey, MA, PhD Candidate**  
**Lee Goodwin, MA, PhD Candidate**

**Adán Benavides, MA**

**Martha Doty Freeman, MA**  
**Douglass W. McDonald**

Lewis S. Fisher, AIA	Preservation Project Architect and Planner
Mark Navarro, AIA, LEED AP	Project Architect & Manager
David Hannan, Jr.	Preservation Support
Derek Keck, AIA, LEED AP BD+C	Preservation Support
Robert Casas	Technology & Preservation Support
Krishna Tamrakar	Preservation Support
Celina Lopez	Administrative Support

James W. Gray, Jr., FASLA, RLA	Team Manager for Landscape Architecture Collaboration
Bobby Eichholz, ASLA, RLA	Project Landscape Architect
Veronica Stephens, ASLA, RLA	Landscape Architecture Support
Michael Pecen, ASLA, RLA	Landscape Architecture Support
Reagan Morkovsky	Technician

Mario Schjetnan, FASLA	Principal, Project Director
Edith Uresti Cavazos	Project Coordinator
Gustavo Rojas	Design Coordinator
Haidy Lazalde	Designer
Andrea Velazquez	Designer

Gregory Giannalvo, PE, LEED AP	Project Director
Leyla Sadigh, PE	Project Manager
Ming Feng, PhD, PE, LEEDPAP	Lead Mechanical Engineer
Joseph Digerness	Lead Acoustics Consultant
Leonard Roussel	Acoustics Consultant

Gary Steffy, LC, FIALD, IES, Hon. AFF. AIAMI	Primary Content Author on Master Plan
Gary Woodall, LC, IALD, IES, LEED AP BD+C	Calendar Milestone Development
Ben Strauss, IES	File Tracking, Access, and Coordination

Director of Conservation, GSAPP, Historic Preservation Program  
Columbia University  
Stone Conservation Expert

Professor, Department of Anthropology, Texas A&M University  
Historic Research

Professor, Religion and Culture Oblate School of Theology  
Historic Research

Researcher, Archaeology & Architectural History  
Spanish Colonial & Mexican History of the American Southwest Specialist

Researcher in Latin American History  
Latin American History of the Spanish Colonial & Mexican History of the American Southwest Specialist

Librarian [retired], Benson Latin American Collection, University of Texas at Austin  
Historic Research & Translation for Spanish and Mexican Texas Eras

Independent Historian  
Historic Research

Founder, NGOgro, LLC  
Museum Consultant

**PAPE-DAWSON ENGINEERS**

ENGINEERING CONSULTING: LAND DEVELOPMENT, TRANSPORTATION, WATER RESOURCES, SURVEYING, ENVIRONMENTAL, HYDROLOGY, HYDRAULICS, ARCHEOLOGY, AND GIS  
Archeology, Surveys, Traffic Studies

Eugene "Gene" Dawson, Jr., P.E.	Principal in Charge
Thomas Carter, PE, LEED AP	Asst. Principal in Charge
William Kroll, PE	Project Manager
Nesta Anderson, PhD	Lead Archaeological Investigator
Matthew Cushman, EIT	Civil Engineer
Raul Garza, Jr.	CAD Designer
Gilmer Gaston, PE, PTOE	Vice President, Traffic
Justin Clark, PE	Project Manager, Traffic
Dan Thoma, PE, LEED AP	Senior Project Manager
Queenie Ye, PE, PTOE	Traffic Engineer
Jacqueline Hohenstein, EIT	Traffic Engineer
Michael Garza, GISP	GIS Manager
Gernando Gutierrez, III	GIS Analyst
Daniel Chantlos	GIS Analyst
Mark Gerber, CEP	Environmental Practice Leader
Valerie Collins, AICP	Senior Environmental Manager
David Casanova	Vice President, Survey
David Leyendecker	Technician
Mary Jo Galindo, PhD	Principal Investigator
Melanie Nichols, MSc	Osteologist
Karissa Basse, MA	Archaeological Laboratory Director
Virginia Moore, MAg	GIS Lead for Archeology
Angela Livingston, GISP, CP	GIS/CAD Specialist
Alamea Young	Archaeologist
Katie Hill, MA	Archaeologist
Jacob Sullivan	Archaeologist
P. Shawn Marceaux, PhD	Principal Investigator
Jose Zapata, MA	Project Archaeologist
Clinton McKenzie, MA	Archaeologist
Sarah Wigley	Assistant Lab Director
Jason Perez	Archaeologist
Cynthia Munoz, MA	Curator Specialist
Steven Tomka, PhD	Principal Investigator
Kristi Nichols, MA	Project Archaeologist
Mark Luzmoor, MA	Archaeologist
Ashely Jones, MA	Archaeologist
Emily Andujar	Archaeologist
Shaun Higgins, PLS	Project Manager
Jacob Elliot	Mobile Lidar Specialist
Stephen Ellis	Senior Mobile Mapping Specialist
James Equels	Senior Lidar Analyst
Chris Holmes	Mobile Mapping Project Manager
Gregory Jensen	Staff Surveyor
Eric Keough	Laser Scanning Technician
Fillener Macias	Staff Surveyor
Senn Nguyen	Staff Surveyor
Timothy O'Connor	Project Surveyor
Brandon Reid	Staff Surveyor
Kathleen Shively	Staff Surveyor
Matthew Sipple	Senior Survey Project Manager
Sean Tomlonovich	BIM Modeler

**UTSA-CAR**  
Center for Archaeological Research  
Archaeology

**RABA KISTNER**  
Geotechnical Services

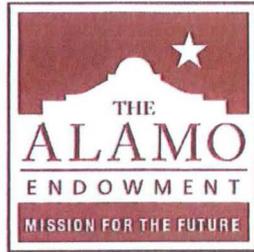
**LANGAN**  
Laser Scanning



**The State of Texas**



Texas General Land Office



**City of San Antonio**



**EXECUTIVE COMMITTEE APPROVAL OF JOINT MASTER PLAN**

**WHEREAS**, the GENERAL LAND OFFICE (the "GLO"), by and through the Commissioner of the General Land Office, the ALAMO ENDOWMENT, a Texas non-profit corporation ("the Endowment"), and the CITY OF SAN ANTONIO, TEXAS (the "CITY") entered into a Cooperative Agreement on October 15, 2015 that sets out the Parties' roles and the process for developing and adopting a Joint Master Plan for the Alamo Historic District and Alamo Complex;

**WHEREAS**, the Cooperative Agreement created an Executive Committee, consisting of the Commissioner of the GLO and the Mayor of the CITY, which has final approval authority of the Joint Master Plan for the Alamo Historic District and Alamo Complex developed under the Cooperative Agreement;

**WHEREAS**, the Executive Committee has reviewed the synopsis of the Joint Master Plan prepared by and under the direction of Preservation Design Partnership, LLC;

**NOW THEREFORE**, pursuant to the terms of the Cooperative Agreement, the Executive Committee hereby formally approves the Joint Master Plan for the Alamo Historic District and Alamo Complex, as described in the Alamo Master Plan Synopsis.

**TEXAS GENERAL LAND OFFICE**

**CITY OF SAN ANTONIO, TEXAS**

By:   
GEORGE P. BUSH,  
Commissioner of the General Land Office

By:   
IVY R. TAYLOR,  
Mayor

Date: 6.9.17

Date: 6/8/17