

**Alamo Citizens Advisory Committee**  
**March 8, 2021**  
**Meeting Minutes**

**Attendees**

Committee members: Tri Chairs Rebecca Viagran, Sue Ann Pemberton, and Aaronetta Pierce; Ann McGlone; Ramon Vasquez; Dr. Sharon Skrobarcek; Dr. Carey Latimore; Davis Phillips; Forrest Byas; Ernesto Rodriguez; Seneca McAdams; Naomi Miller; Christine Jacobs; Frank Ruttenberg; Roger Perez; Anthony Edwards; Patricia Mejia; Rudy Rodriguez; George Cisneros; Matt Duncan; Bill Brendel Wendell Hall; and technical advisory committee members Walter Serna, Sharon Aguillen, Matt Brown, and Dave Krupinski. Committee members absent were Aron Pena, Alan Huffines, and Marcello Martinez.

Other: Mayor Ron Nirenberg, Andy Segovia, Lori Houston, Victoria Shoemaker, Rhea Roberts, Francisco Gonima, Eric Kramer, and Hope Andrade.

**Summary**

The Alamo Citizens Advisory Committee met on March 8, 2021 at 5:30. The meeting was virtual and live streamed via YouTube. The Mayor provided opening remarks and introduced Andy Segovia and Rebecca Viagran as the City's representatives on the Management Committee and then asked each of the ACAC members to introduce themselves and state what category or Council District they represent.

The Mayor stressed the importance of the reset and stated that the denial by THC to move the Cenotaph will require some redesign and this has presented an opportunity to revisit some of the strategies in the Alamo Plan to include the street closure, plaza access, and historic buildings. He plans on discussing these strategies with the GLO and the Alamo Trust in hopes we can move forward. He then introduced the two new Tri-Chairs: CCM Rebecca Viagran and Aaronetta Pierce. The Mayor also introduced Carey Lattimore as a new member of the ACAC representing history and archeology. Each of the Tri-Chairs addressed the ACAC.

Lori Houston provided a brief presentation on the organization structure for the Alamo Plan, a summary of the ground lease and operating agreement, and an overview of the process and important dates. The presentation is attached. Please note that the organization chart presented at the meeting incorrectly listed Welcome Wilson instead of Will Hurd when listing the members of the Alamo Management Committee. The organization chart has been corrected in the attached presentation.

Lori Houston then introduced Francisco Gonima, who described his role in the process and then Councilmember Viagran asked committee members what they need moving forward to be "in". Several themes were repeated by committee members.

- The Alamo Plan should tell all of the stories of the Alamo
  - What does it mean to tell all the stories?
  - Stories should be told accurately
  - How and where will stories be told?
- The completed Alamo Plaza should provide a best in class visitor experience
  - Visitor means both local residents and tourists
- The Alamo Plan should recognize the importance of Alamo Plaza as a public plaza
  - Good urban design should be a consideration
  - Plaza should be integrated into downtown

- The Committee would like better communication about the process and plans
  - Committee should be used as a resource
  - There needs to be open, and honest, and respectful communication with Committee
  - Should use parliamentary procedures
  
- There should be a deliberate connection to the Vision and Guiding Principles

Committee members also requested clarification on the management structure and who has the authority to make decisions. They requested a schedule for the project and asked what permits, and approvals are needed for the plan to be implemented. There were a few specific questions and comments about the applicable laws as it pertains to human remains.

The meeting concluded with Francisco Gonima and Councilmember Viagran reminding individuals to sign up for the listening sessions and Lori Houston stated that staff would respond to the questions in writing.

**Alamo Citizens Advisory Committee**  
**Workshop**  
**March 24, 2021 4:30 – 7:00 p.m.**  
**Notes**

Committee members present: CCM Viagan, Aaronetta Pierce, Sue Ann Pemberton, Ann McGlone, Ramon Vasquez, Sharon Skrobarcek, Carey Latimore, Forrest Byas, Aron Pena, Seneca McAdams, Naomi Miller, Alan Huffines, Frank Rutenberg, Davis Phillips, Roger Perez, Anthony Edwards, Patricia Mejia, George Cisneros, Melissa Killen, Bill Brendel, Wendell Hall, Sharon Aguillen, Matt Brown, Dave Krupinski

HDRC Members present: Jeff Fetzer (Chair), Scott Carpenter (Vice Chair), Curtis Fish (D1)

Others present: Andy Segovia, Lori Houston, Rhea Roberts, Kellie Alcozer (City); Kate Rogers (Alamo Trust); Eric Kramer, Claire Fellman (Reed Hildebrand); John Kasman (PGAV); Tom Butler (Broaddus); Morgan Newman (HKS); Will Kroll, Tom Carter (Pape-Dawson); Francisco Gonima (facilitator)

ACAC Committee members absent: Ernesto Rodriguez, Matt Duncan, Walter Serna, Christine Jacobs, Rudy Rodriguez

CCM Viagan welcomed everyone and acknowledged new member Melissa Killen and the new Executive Director of the Alamo Trust Kate Rogers. She provided a debrief on the listening circles Tri Chairs hosted March 16-18.

Lori Houston gave a brief presentation reminding the ACAC that their role is to provide citizen feedback in an advisory capacity to the Management Committee on the development of the Alamo Plan to ensure it is in keeping with the Vision and Guiding Principles created by the Committee. The Alamo Plan includes the physical plan and the interpretive plan. The Committee has three major tasks over the next several months.

Staff has been working closely with Ramon Vasquez, THC, NPS, and the Alamo and GLO. The City will complete an archival investigation of the site. The City will also create a committee of city archaeologists, consultants, Ramon Vasquez, Sharon Skrobarcek, and Carey Latimore to guide the archival investigation report. The report will guide a plan of action to develop a human remains treatment plan. The city will also establish an archaeology advisory committee that includes representatives of local organizations and members of the Alamo Mission Archaeology Advisory Committee. Asked Ramon if he'd like to add anything.

Ramon Vasquez: that is everything, thank you for working on this. City is doing right thing, this is a good start. Look forward to working with Drs. Skrobarcek and Latimore. This is what we've asked for in the Vision and Guiding Principles.

Lori Houston explained that we will formalize this in our lease and operating agreement along with the other design assumptions we're looking at today. We heard that the Committee needs to know what their role is. The three tasks are to provide feedback to the Management Committee to the proposed changes to the site strategies presented today. Specifically whether the changes allow for the 5 key concepts to be

realized. This needs to be done in March to take the amended lease to City Council in April. The next task is an overview of the interpretive plan and content development and the archival investigation. The third task is to provide feedback on the design before it proceeds to HDRC. Moving forward, the design team will revise the presentation you see tonight and return on Monday evening with draft recommendations. We will accept public comments and your comments. On Wednesday you will receive a presentation on the final recommendations. These will go to the Management Committee and Executive Committee before HDRC conceptual approval and City Council consideration on April 15. In May, June, and July we will review the interpretive plan and the archival investigation. From August to December, the design team will return with design. The goal is to go to HDRC in 2021 and start construction in 2022.

Francisco Gonima explained how the rest of the meeting will work. Since the THC made the decision not to grant the permit for the Cenotaph relocation, certain elements of the plan need to be redesigned. The Mayor has asked that we look at certain site strategies as we move forward. Those include repurposing the historic Woolworth and Crockett Buildings, providing flexibility in the Plaza to accommodate large scale events, and enhancing public access to the Plaza. The GLO and Alamo Trust are aware of the City's request to repurpose the historic buildings, they are doing their due diligence. The design team will now present some changes they've studied that will allow events to occur in the plaza and enhance public access.

John Kasman and Eric Kramer introduced themselves and gave a presentation. The plan has always been based on the Vision and Guiding Principles. They looked at potential new parameters with direction from the Executive and Management Committee. They tested those against the 5 key concepts of the master plan: 1. Restore the Church and Long Barrack, 2. Delineate the historic footprint, 3. Recapture the historic mission plaza and create a sense of reverence and respect, 4. Create a world class museum and visitor center, and 5. Create a sense of arrival and enhance connectivity between the site and other public spaces. They looked at the spatial definition, visitor experience, and interpretive elements. The presentation included an explanation of how the plaza space can be defined with paving patterns, planters, and trees. This could allow the parade to continue through the plaza in a quiet zone. There are different ways to consider the visitor experience. The site can have flexible management options that allow the plaza to remain open to pedestrians while the museum and the Church, Long Barrack, and gardens have managed access. Orientation hubs can be created in the museum and in the Plaza in front of the Menger Hotel. Interpretive elements throughout the site will tell all the stories.

Following the presentation, the design team answered clarifying questions. Most issues raised were design issues that will be clarified in the fall. John Kasman pointed out that all diagrams assumed that the museum will be located in the Crockett Block and Woolworth Buildings.

- There were questions in the chat about the rising damp issue at the Church and Long Barrack. That had been a reason to lower Plaza in earlier plans. *It is possible to lower the ground directly around the buildings if that is recommended by the analysis currently underway.*
- What happens to the bollards that were installed last year? *Specific security measures still need to be designed. Vehicular protection will still be included around the site, further out from the plaza.*

- Will the plaza area in front of the Menger be lowered? *Goal is to remove elevated areas. They will be flat and consistent and accessible.*
- Will the Cenotaph be repaired? *The Cenotaph will not move, the repair will be discussed during the design phase. Potential damage to the Long Barrack will be studied when looking into repairs.*
- Do diagrams include location of Phil Collins collections building? *They do not but it will be added to diagrams. The building is primarily for storage and does not replace the planned museum. It is about 25,000 square feet. It will meet the Alamo viewshed requirements.*
- Will Losoya Street still be changed to 2 way? *We are still looking at that. Part of the recommendation is to test the street closures to see how Losoya operates. This will be considered in the design*
- How will language translations and entry points/wayfinding be handled? *Signage will be multilingual, we're not to this level of design yet.*

Group was sent to breakout discussions at 6:05. Groups instructed to develop additional clarifying questions.

Group reconvened at 6:15

Questions and comments:

- There is discussion of a world class museum for the project. The entire experience should be world class.
- There is a lot of work going on at Hemisfair and South Alamo. Is that being coordinated with? *Yes, we have several other improvement projects underway. We will be modeling all of the work and coordinating. Pape Dawson is doing modeling. We will test closures as we move forward.*
- Group recognizes this is at 30,000 feet level.
- How will first amendment activity be handled in the Plaza? *There will be a code of conduct on the mission footprint. Will not be the space for activity you see today, that will be encouraged in southern area of Plaza. This will be clarified in next presentation.*
- Will the parade routes be revisited as part of this process? *Mayor asked that we consider how to allow parades and certain ceremonies. Design team proposes to allow parades through site. There will be a quiet zone and no grandstands, this will maintain reverence on footprint. Grandstands will be outside south gate. This is a way to meet Vision and Guiding Principles while still allowing traditions. CCM Viagran clarified these are options we're considering. We will discuss with a number of organizations that have traditional ceremonies. Question to the group: can we still allow parades through site and meet the Vision and Guiding Principles?*
- Make sure that any Federal involvement is coordinated early. Do we know of anything that will require Federal involvement, having water in the acequia for example? *No, we don't know of anything right now requiring Federal involvement. Acequias have not been designed, will be considered later.*
- As streets close and traffic patterns shift, consider how it will that be signed and communicated.
- Civil Rights events at Woolworth Building – we will collect information over the next couple of months.

- Burial grounds/cemetery plot is small reference on diagrams. Are there more references to that? *Diagrams are examples of interpretation; research will inform where that interpretation happens.*
- Are we still focused on link to Riverwalk? *Connection to Riverwalk is important to connectivity of site. How it's achieved is a design issue, we know it's critical.*
- Make sure as we continue design that we keep in mind the end user.

Group was sent to breakout rooms to discuss whether proposed ideas honor the 5 key concepts of the Alamo Master Plan and meet the Vision and Guiding Principles.

Group brought back at 6:52 and asked to report out on discussions.

Aaronetta Pierce explained her group thought we are clearly respecting the first two key concepts. Last three are more nebulous. People want to understand what will happen with grade around Church building and whether Cenotaph will be repaired.

Sue Ann Pemberton said her group was enthusiastic. There is a lot of relief and confidence that project is moving forward in a better direction. Everyone was supportive of everything. They realize that the committee does not have a lot of control over the museum. Sense of arrival was important. Capturing the Plaza for more public space was important.

CCM Viagran explained there was a lot of agreement in the group. There was nothing problematic with what was presented. No one was opposed to what was presented but they realize there is more work to be done. David Phillips added that there was discussion of expanding the cultural landscape to include first two locations of the Alamo. Most people don't understand the Alamo site is not the first. CCM Viagran quoted the group, "feels good to me."

Francisco asked for additional comments or questions. George Cisneros asked in chat whether there is a cloud location that can be used to upload information. Staff will look into it. Bill Brendel and Davis Phillips commented that they hope GLO is receptive to discussions. Lori Houston explained that this is truly a reset and the GLO and Alamo Trust are receptive. There is new leadership at the Alamo Trust. The changes considered today are new and in response to Mayor's request. Col. Huffines asked about Civil Rights history. This will be discussed during sessions over the summer, please send feedback to staff.

Francisco asked Tri Chairs for additional questions.

CCM Viagran thanked everyone. Want to ensure that as part of number 5 of the key concepts – the world class museum – that we look at whole plan and a sense of world class needs to be the entire area, not just restricted to a building. Encouraged by what was presented.

Aaronetta Pierce thanked everyone for their participation and for looking at this with an open mind. Want to confirm with Sharon Skrobarcek that questions about trees are answered.

Sharon Skrobarcek expressed concerns, asked how battle will be interpreted. How is it balanced with tree plantings and park atmosphere?

Lori Houston explained that we have a commitment to tell all the stories. The City, GLO, and Alamo Trust have agreed to it. Recognize battle is most widely recognized event, but when people arrive they need to be told all the stories. GLO is committed to that. Reminded that 2017 plan did not have trees in plaza and the public did not like it. We also need to consider the visitor experience and provide shade. The design and placement of trees still needs to be determined. All stories will still be told.

Sue Ann Pemberton said it has been fun watching enthusiasm. The reboot is taking effect. Thanks everyone for participation. Continue to be excited and look forward to bringing this to fruition.

Lori Houston explained that for the meeting on Monday we will refine the presentation and clarify issues we've heard. Each committee member will have an opportunity to comment individually. We will also ask for public comment. Everything collected tonight will be addressed. Memo and minutes will be sent out. For the meeting Wednesday night we will refine what we hear on Monday and create statements on the assumptions that the Committee will vote on.

**Alamo Citizens Advisory Committee Meeting Notes**  
**March 29, 2021**  
**5:30 p.m.**  
**(updated April 3, 2021)**

Committee Members Present: CCM Viagran, Sue Ann Pemberton, Aaronetta Pierce (Tri Chairs), Ramon Vasquez, Sharon Skrobarcek, Carey Latimore, Forrest Byas, Aron Pena, Ernesto Rodriguez, Seneca McAdams, Alan Huffines, Christine Jacobs, Davis Phillips, Roger Perez, Anthony Edwards, Patricia Mejia, George Cisneros, Bill Brendel, Walter Serna, Sharon Aguillen, Matt Brown, Dave Krupinski

Others Present: Andy Segovia, Lori Houston, Rhea Roberts, Tom Filopoulos, Victoria Shoemaker, Kellie Alcozer (COSA), Kate Rogers (ATI), Scott Carpenter (HDRC), John Kasman, Doug Nickrent, Melissa Simmons (PGAV), Eric Kramer, Claire Fellman (Reed Hilderbrand), Will Kroll (Pape-Dawson), Morgan Newman (HKS), Tom Butler (Broaddus), Francisco Gónima (Facilitator)

Committee Members Absent: Ann McGlone, Naomi Miller, Frank Ruttenberg, Rudy Rodriguez, Matt Duncan, Melissa Killen, Wendell Hall

CCM Viagran opened the meeting and welcomed the committee. She recognized Andy Segovia, Kate Rogers, and Lori Houston on the call. She mentioned that since March there have been two ACAC meetings and three listening circles. There have also been project coordination meetings with the Management Committee. Tri Chairs Sue Ann Pemberton and Aaronetta Pierce also welcomed the committee and thanked them for their participation.

Francisco Gónima welcomed everyone and explained how the meeting will work. Following the presentation, each member will have about a minute to weigh in on how it meets the vision and guiding principles and 5 key concepts of the plan. Following those comments, the public may submit comments.

Lori Houston gave a brief presentation on what the committee's role is, what it has done and what the next steps are. The committee's role is to provide citizen feedback on the Alamo Plan to make sure it is in keeping with the Vision and Guiding Principles. At the last meeting, an update on the archaeology process was provided. The City will initiate an archival investigation of the mission site that is on City property. There will be a new committee dedicated to guide development of the archival investigation. Once the investigation is complete, the city will develop a plan of action for the site and an archaeology committee that includes representatives of local groups and the Alamo Mission Archaeology Advisory Committee.

Over the next three months the Alamo Citizens Advisory Committee will work on three tasks. The first is to review site strategy design assumptions and make recommendations to the management committee. That is what is going on now. May, June and July will be an overview of the interpretive plan and content development. Task 3 is the design work from August to December. Lori reviewed the next steps. March 31 the committee will meet again and vote on design assumptions, the Management Committee will meet soon after, on April 8 there is a special City Council briefing, April 15 City Council will consider the changes to the lease with the GLO that reflect the design assumptions.



John Kasman with PGAV Destinations and Eric Kramer with Reed Hilderbrand presented. The plan has always been based on the Vision and Guiding Principles. They looked at potential new parameters with direction from the Executive and Management Committee. Those are that the Cenotaph will not move and will be repaired, the mission footprint will be delineated with paving changes, the Plaza will remain open and accessible without railings, parades and key rituals consistent with tradition and the guiding principles will be accommodated, and the streets will be closed as planned. Alamo between Crockett and Commerce, and Crockett from Losoya to Alamo will remain available for service and emergency vehicles. Alamo Street between Houston and Crockett may be closed by June 1 to allow for programming and testing of street closures. They tested those against the 5 key concepts of the master plan: 1. Restore the Church and Long Barrack, 2. Delineate the historic footprint, 3. Recapture the historic mission plaza and create a sense of reverence and respect, 4. Create a world class museum and visitor center, and 5. Create a sense of arrival and enhance connectivity between the site and other public spaces. They looked at the spatial definition, visitor experience, and interpretive elements. This is not design, this is a planning exercise. There is much design needed later in the year. The presentation included an explanation of how the plaza space can be defined with paving patterns, planters, and trees. This could allow the parade to continue through the plaza in a quiet zone. There are different ways to consider the visitor experience. The site can have flexible management options that allow the plaza to remain open to pedestrians while the museum and the Church, Long Barrack, and gardens have managed access. Orientation hubs can be created. Interpretive elements throughout the site will tell all the stories.

Francisco explained how the public can participate by sending text messages with questions and comments and the public input portal was opened for comment submission.

Committee members were asked to provide individual comment in a roll call on whether they felt the recommendations are in keeping with the vision and guiding principles and the 5 key concepts in the Master Plan. Members were asked to keep their comments brief as there would be subsequent time for dialogue and deliberation after public input.

Sharon Aguillen – Yes, agree it falls in line with key concepts and what we've been charged with. Excited about paving, landscaping. Recognize this is not design. Excited for the out of town visitor experience.

Bill Brendel – Agree with Sharon. The decision to keep the Cenotaph in place, not lowering ground plane, not one secure perimeter has opened up design for non-confrontational issues. Opens up other options, close streets early, better feel for Plaza. All rejuvenating to plan and exciting.

Matt Brown – Agree with what has been said. On board, great framework, great vision. Commend tri chairs. Space is epicenter of many spaces and stories, project is connection to world class experience downtown, expansion of vision to world class experience. History will continue to be made in the Plaza.

Forrest Byas – Agree with most that has been said, delineation, use of pavers or other materials. Accessibility of plaza – somewhat in agreement with, not proper to have people coming and going through living history demonstrations. Like the 18 pounder exhibit coming up. Need to get street closed soon for that.

George Cisneros – Shows more sensitivity to San Antonio than previous plans. Wants design to include full demarcation of all cemeteries. Significant that archaeology committee is more inclusive and will include local representation. Encourage people to address section 15 of lease. Wants to make sure Plaza belongs to City of San Antonio.

Col. Huffines – With Forrest. Overall plan is good, have some spots to address. Concerned with May 1 street closure to provide more safety for visitors.

Dave Krupinski – Agree with a lot of what has been said. Does meet 5 key concepts and the vision and guiding principles. Want to be cognizant of the construction schedule for when the city is hosting IPW. Visitor experience has been thought out well. Reverent sense of place, like pedestrian flow patterns and orientation hubs.

Carey Latimore – Not a lot to add. Good jobs to designers and team. One thing to stress is telling full stories of the stories we tell. Stories of historic buildings can lead to other places along history. Important to expand story.

Seneca McAdams – This has gone above and beyond. Happy with direction we're going in. Hit on all principles we're looking to address and keeping our sense of reverence on the site. Great step forward, happy to see that Cenotaph will be repaired. Agree with colleagues about pedestrian safety.

Christine Jacobs – Thanks to leadership. Think this plan is consistent with guiding principles. Encouraged by inclusive nature of overall approach, attention to anthropological and historical research, attention to descendant communities, cultural landscape. Appreciate more formal entry/exit to south, connection to other four missions. Look forward to collaborating on interpretive aspects to help support San Antonio community.

Patricia Mejia – Don't have much to add. Thanks to staff and consultants. One thing to highlight is staff's effort to create new archaeology committee.

Aron Pena – Not much more to add. Pleased with what's been proposed. Thanks to staff, glad we're moving forward, need to keep work going. Nothing else to add.

Roger Perez – moving in right direction, great continuation, keep going.

Davis Phillips – Yes, moving in right direction. Markings on visual shown to us make sense, but guests will not have that viewpoint, they may not make sense to visitors on the spot. Not completely clear – is there easy access from Alamo Plaza to Houston Street? A lot of effort has been given to how to accommodate parades twice per year. Need to also consider impact to all the businesses – including horse carriages and tour buses [that operate there every day, year round].

Ernesto Rodriguez – Agree with plan, it's good. Hope personal agendas don't hinder the plan.

Sharon Skrobarcek – Like the plan, what I see. Haven't seen anything I don't like. Concerned about rising damp on Alamo Church and the roof, would like more information about how to handle that. Look forward to seeing the interpretive piece as we move forward.

Walter Serna - Not a lot to add either, excited that the plan accounts for rich traditions of Fiesta, parades, King Antonio. Fiesta Commission wants to make sure that traditions continue at the Alamo. Thank you for including us, excited that parades can continue.

Ramon Vasquez – Thanks to the City, decisions are overdue. Thrilled to be working with colleagues on proposed reports. Early in reset, but don't think proposed ideas violate guiding principles. Not sure yet if it honors them, too early. Hoping they can enhance vision and guiding principles. Alamo is world heritage site, NHL and National Register district. Thinks this will be a section 106 project at some point. Need to do our due diligence. Part of cemetery is under federal courthouse; bodies have been found under Houston and Alamo Street. Should pay attention to UDC. Decisions should be transparent. Need to move forward with these things built in. Congratulations on all the hard work.

Aaronetta Pierce – Thanks everyone for thoughtful comments. Sign of progress that we're understanding and appreciating importance of location and importance of making it meaningful. Lots of work with interpretive plan ahead. As a landscape, now we have a beautiful story at the site. Still hard work ahead, we're moving ahead together.

Sue Ann Pemberton – Cannot disagree with presentation and recommendations. Delineating footprint without need for railings, enclosures, ground depressions is good moving forward and for Plaza access. Information kiosk will be critical component in years before visitor center and museum and for 24/7 component of site. Pleased there is a respect for San Antonio traditions and indigenous culture.

CCM Viagran – Thank you for participation and feedback. Want to make sure we get Mr. Edwards on the phone for comments. What is the best that can happen for us through this project? Thank you to consultants for expanding cultural landscape, public access. Want to incorporate as we move forward.

Lori Houston provided comments from Anthony Edwards over the phone. He is supportive of what is presented. With Cenotaph, wants to make sure research is done to correct omissions and mistakes, they should be addressed when we do the repair.

Francisco explained we will scroll through comments received. If it has previously been addressed, we will not spend time on it. (Comments and questions are included at the end of this document.) Comments and questions addressed include:

- Clarification on the Cenotaph repair process and plan. The repair plan will determine whether it needs to be disassembled to be repaired.
- When public meetings will be held.
- Timing of street closures – Alamo between Houston and Crockett Street may close by June 1 if City Council approves recommendations. Other streets will be studied and closed later.
- Tree cover and grasses will be used to provide shade and human comfort.
- Facility that will house Phil Collins collection – Alamo Trust is proposing a 25,000 square foot collections building to house exhibit until museum is built. It will comply with the Alamo viewshed protections and be done in late 2022.
- If possible, water will be incorporated in acequia interpretation.

- State completed an audit of Alamo spending that shows it has been managed appropriately. City of San Antonio will share that when project is started.
- Project is done with three partners: General Land Office, Alamo Trust, and City of San Antonio. GLO is responsible for restoration of Church and Long Barrack, Alamo Trust is responsible for fundraising for museum. City is responsible for construction of Plaza.
- City will work with stakeholders to close Alamo between Houston and Crockett, safety is a concern.
- Mayor has asked partners to revisit use of Crockett Block, Palace, Woolworth Buildings. The GLO and Alamo Trust are considering their repurposing.
- Events on Alamo Plaza will be reviewed, there will be a process to determine whether they will continue based on established traditions and consistency with vision and guiding principles.
- Process for how all stories will be told and content is developed. PGAV is working with Alamo staff and experts. These will be reviewed with ACAC. The Vision and Guiding Principles is included in telling all of the stories.
- GLO is not currently planning to replace the Church roof. It will be studied in the future.
- The GLO and Alamo Trust represent the interests of Texans beyond San Antonio on the project.

Committee discussion:

Sue Ann Pemberton – As discussed and mentioned by CCM Viagran, Vision and Guiding Principles are critical. Remind everyone that it's the whole document, not just the first page.

Aaronetta Pierce – Appreciate public comments. Most items raised are items we have tried to address. Like references to documentation and accuracy. We have scholars to help and we will ensure all has scholarly leadership supporting it. Committed to informing the public and we want to hear from you.

Francisco Gonima - We are constantly accepting comments. Public comment email is [AlamoPlan@Sanantonio.gov](mailto:AlamoPlan@Sanantonio.gov)

CCM Viagran – Thanks for public comments, need easily findable place for all meeting information. The March 31 meeting agenda has been published. Some committee members mentioned closing Alamo Street sooner. Safety is key, but we need to have conversations with business community and stakeholders.

Ramon Vasquez – Concerned that ATI/State would be controlling narrative of historical events at site. City partners should have a say in consultants chosen and narrative authored. The few documents he has seen from Alamo about Mission and cemetery history are highly questionable. Think we need to insert ourselves in that process. Committee worked hard to develop Vision and Guiding Principles around those stories. Want to see how everything relates to goals and themes. Need to rebuild trust.

Lori Houston – Great idea, how we need to frame discussion in May, June, and July. The Committee will help identify experts. Why we're taking time to look at interpretive plan.

Matt Brown – Reflection on feedback. Some people expressed “don’t do.” Behind comments is some concern or worry, we should try to understand concerns behind the comments. This is epicenter of Texas and American history, goes beyond Alamo boundaries.

George Cisneros – Support everyone’s concern and advocacy for highest level of scholarship and historical accuracy and research. How scholarship is translated into exhibit is complicated. Where bias can be obvious (Witte exhibit example). Make sure we’re part of whole process, through to making of exhibits. Make sure designers and designs are consistent with Vision and Guiding Principles.

Davis Phillips – Would like clarification on what next meeting will be.

Lori Houston – Wednesday meeting we will come back with high level statements that Committee can vote up or down, similar to what was done in August 2018.

Ernesto Rodriguez – Finds it insulting that people comment on research but they don’t know what is being done to promote the story. Many committed professionals are doing the research. People are always looking for more information.

Lori Houston – That is why we want to have the meetings this summer to explain what has been done. This body has not had a chance to see that work being done and wants to understand better.

Ramon Vasquez – Yes, especially since we helped author the foundation for the interpretive plan. We have not seen that information. Would like to see how it honors the work the committee did in 2014.

Col. Huffines – Discussion of bringing in experts to speak. Fantastic idea.

Sue Ann Pemberton –In listening to public comments, seems to be concern that we’re rewriting history. The goal is to expand and tell the full and more complete history. Not in rewriting of history business. Our goal is to tell bigger history. People should be able to understand the full history.

Col Huffines – Wants to know who are the experts and what topics will they speak on.

Lori Houston – We have a list of experts, members have sent more names. We will reach out to members to make sure we’re not missing anyone. This will be similar to what we did in 2014. Have list of experts that can speak to different themes in the plan.

Lori Houston – This Wednesday is last meeting for Task 1. Will present statements about design assumptions and ask committee to vote yes or no. That is how we will provide feedback to Management Committee. The meeting is at 5:30, also televised.

Aaronetta Pierce– Thanks for sharing, this is the beginning of a lot more sharing. Thanks to design team.

Sue Ann Pemberton – Always learn something new from listening to Ramon. There is a rich history and layering of site, we’ll always discover something new. Thanks everyone for participating and adding to this opportunity.

CCM Viagran – Thanks for taking the time today. I am keeping council members updated on what we’re doing. Look forward to discussions in task 2. Tri Chairs heard you that you want to be used as valued resource.

**Chat from Webex:**

From matthew brown to everyone: 6:07 PM

Thank you for emphasizing the world class experience of the entire Alamo area's evolution, as well as how that reaches out and influences throughout the greater downtown area even beyond the artificial boundaries of the freeways. I think this is a great and natural expansion of the original goal of a world class museum/visitor center.

from George Cisneros to everyone: 6:40 PM

We can expand the footprint of space consciousness if we place plaques or stones at the Mexican Army's artillery placements in La Villita, Hemisfair.

from George Cisneros to everyone: 6:47 PM

Davis, overhead drone imagery could be linked into tour guide apps available to visitors that include panoramic. views

from Davis Phillips to everyone: 7:13 PM

That could be very helpful, George - good point.

from Ramon Vasquez to everyone: 7:19 PM

This has to be made available to our Committee I have not seen this and the few documents I have seen in regards to mission history is very questionable. I am referring to what John just said.

from Lori Houston to everyone: 7:20 PM

Thanks Ramon. this will be presented to everyone in May but we will get this info out earlier.

from Ramon Vasquez to everyone: 7:23 PM

I don't believe that ATI or the State alone should be controlling the narrative or selecting consultants to author these historic events.

from Davis Phillips to everyone: 7:39 PM

nice job tonight, PGAV

from Christine Jacobs to everyone: 7:48 PM

Apologies for being on the phone only (and not on camera), my kids and I were in a car accident Saturday. Thank you for understanding. San Antonio Missions National Historical Park looks forward to participating in the next steps, especially within the context of the World Heritage Site. See you Wednesday!

## **Public comments received through Poll Everywhere:**

So as a Texas that doesn't live in SA, who represents my views?

Can you please elaborate what the plan is to replace the roof of the chapel with a lighter one?

Does this plan include the Veterans Parade?

The Cenotaph should not be moved!

You keep saying tell the Stories. What exactly will be said in those Stories and will those stories be disclosed and or spot checked for historical accuracy?

Tree canopy traps heat that should be dissipating and would be dissipating if grass were used. Univ. of Utah studied this in 2020. Tree groves wouldn't

To follow is one of several studies of the efficacy of turf grass as a means of mitigating heat islands:  
<https://www.sciencedaily.com/releases/2020/10/201013175028.htm>

How is the committee ensuring transparency to the public, financial, planning and reverence to Texas heroes?

Randy Beale Director with This is Texas Freedom Force. The story is not to be lied about. The 1836 battle had nothing to do about race.

This Alamo plan is a remake of the previous one which did not have the approval of the citizens of Texas. Moving the Cenotaph and rewriting the history

Why wasn't this meeting made public sooner!

The battle needs to be the focus

Will the This Is Texas Freedom Force's Remember The Alamo Ceremony w/wreath laying still be able to host our annual event on the 1836 Footprint each year?

Moving in right direction. Like accessibility & connectivity. Concerned whether historic bldgs will be reused 4 museum. Essential!

Repairs to the Cenotaph are long overdue!

What is the exact timeline to repair and restore the Cenotaph. What is the exact plan? Will it be cleaned? Will it be dismantled to repair?

Would like to know why the Alamo Street closure is to be delayed into June, when a new cannon installation is coming within weeks? Increased foot traffic

Why should Alamo Plaza belong to the City of San Antonio? It should belong to all of Texas. Teri Mordica This is Texas Freedom Force

Monthly Accountability!

Why does the city of San Antonio and this commission believe it should drive these decisions versus the other 27 million Texans?

We need \$\$accountability!!!

The acequia as a mere marking on the site will be easily ignored. Treat it as a water feature so that visitors can see/hear water, at least partially.

Are you going to make the Texans out to be racists and that they were fighting for slavery during the Texas Revolution and Battle of 1836?

Thank you again for allowing the parades to continue in front of the Alamo chapel. It has been 130 year tradition and part of our cultural history.

The reimagine plan is wrong! It should be about the Alamo, not trees or bleachers. This is a Shrine, not a tourist trap!

I am of the opinion the ACAC has members that are exemplary in many fields associated with and about The Alamo.

Alamo Street must've closed and a push for the State to take the plaza

Why not tell the missions story at the other San Antonio missions and tell the 1836 Battle of the Alamo at the Alamo? This Is Texas Freedom Force

Did I miss any talk about PHIL Collins collection and timeline. Is there going to be a facility on Alamo premise first? And what is timeline on that?

Thank you for accommodating the Parades! The Battle of Flowers Parade is 130 years old and we represent the continuum of history. Thank you for acknowledgement

Why does something so historic as The Alamo have to be "reimagined" or " modernized" when TEXANS love it just the way it is?

The narrative as I hear it is that the defenders of the Alamo were racists and drunks that is not true. They fought for liberty for Texas

I really love these changes especially not enclosing the plaza. How soon will the street closures happen?

The San Antonio African American Community Archive and Museum appreciates the new direction. We are extremely interested in the museum exhibits.

Why wasn't this meeting held in person, so the public you address you face to face? No link for the YouTube Channel was listed on the city of San Antonio

What kind of repair Ed are you proposing be done to the cenotaph?





# Alamo Citizens Advisory Committee Meeting Notes

March 31, 2021

5:30 p.m.

## Attendance

**Committee Members Present:** CCM Viagran, Sue Ann Pemberton, Aaronetta Pierce (Tri Chairs), Ramon Vasquez, Sharon Skrobarcek, Forrest Byas, Aron Pena, Ernesto Rodriguez, Seneca McAdams, Alan Huffines, Christine Jacobs, Davis Phillips, Roger Perez, Anthony Edwards, Patricia Mejia, George Cisneros, Bill Brendel, Walter Serna, Sharon Aguillen, Matt Brown, Dave Krupinski, Ann McGlone, Naomi Miller, Frank Ruttenberg, Matt Duncan, Melissa Killen, Wendell Hall

**Others Present:** Andy Segovia, Lori Houston, Rhea Roberts, Tom Filopoulos, Victoria Shoemaker, Kellie Alcozer (COSA), Kate Rogers (ATI), John Kasman, Eric Kramer, Claire Fellman (Reed Hilderbrand), Will Kroll (Pape-Dawson), Morgan Newman (HKS), Tom Butler (Broaddus), Francisco Gónima (Facilitator)

**Committee Members Absent:** Rudy Rodriguez, Carey Latimore

CCM Viagran opened the meeting and thanked the Committee for their work. She acknowledged Andy Segovia, Alamo Plan Management Committee member, and Kate Rogers, the new Executive Director of the Alamo Trust. She responded to an email to the group from Dr. Sharon Skrobarcek, reminding everyone of the work that has gone into this latest phase. The denial of the Cenotaph relocation permit means the Alamo Plan and the lease with the GLO need to be amended. The partners decided they want to move forward but wanted to revisit some strategies in the plan. The Mayor shared these items in the meeting on March 8. This is what we have been reviewing over the past month.

Sue Ann Pemberton – Excited to be where we are. This is a reset and reboot. We will work through tasks together. Aaronetta Pierce indicated for the meeting to begin.

Lori Houston described future tasks after tonight's vote. There will be a briefing to City Council next Wednesday at 2 p.m. City Council will take action on the new lease agreement that reflects new design assumptions on April 15. Once that happens, design and due diligence work can begin. This will address traffic, phasing, and moisture issues in the Church. We will brief you on that as we begin design.

After April 15 we will begin Task 2 to review the interpretive plan in May, June, and July. We will look at the Vision and Guiding Principles and mapping them to the interpretive plan. If you are interested in working on a committee to put together forums for Task 2, reach out to Rhea Roberts. Local organizations that do ceremonies and events will also speak to committee about why their events are connected to Alamo. There will also be presentations on the archeological investigation report.

Last, in Task 3 from August – December the Committee will work on design. This task will look at construction phasing. We will also be doing traffic modeling once Alamo closes from Houston to Crockett.

Review of process to consider and vote on statements.

Lori Houston presented statement 1:

*The request to relocate the Cenotaph was denied by the Texas Historical Commission and therefore the Cenotaph will not move. The Cenotaph will be repaired. The repair plan will be presented to the Alamo Citizens Advisory Committee and submitted to the City's Office of Historic Preservation and the Texas Historical Commission for review and approval prior to initiating any repairs.*

Bill Brendel – Is this only aspect of the plan that goes back to THC for approval?

Lori Houston – No, we will need several archaeological permits. We will work with them. They will also need to approve the museum and any improvements to the Church and Long Barrack.

Matt Brown – Do we have an indication of the THC's orientation to the repairs already conceived?

Lori Houston – We didn't get that far at the time, we had plans on disassembly and reassembly. They told us previously they would approve the repair permit and have us come back with relocation. We need experts to develop the repair plan before we answer questions about it.

Roger Perez – What are the cost estimates for the repair and who pays for that?

Lori Houston – That will be discussed during lease negotiations, will come from project budget.

Matt Brown – Is this is just repairs, or does not include any changes? Will it address corrections and omissions?

Lori Houston – They would be included in this statement. Goal is to address names that have been omitted.

Christine Jacobs – Sequencing question: Will the plan be presented to the THC and HDRC upon approval of whole design concept, or can go ahead of the rest of the plan so if there is a hiccup it will not slow down or derail project?

Lori Houston – It could and will be part of the design schedule. We will be able to address this in August or September.

George Cisneros – Based on the construction methods when Cenotaph was built, there may be abatement needed. Who pays for that and have we done an environmental study?

Lori Houston – All of that will be done during the assessment. The repair plan will come back to the ACAC.

Anthony Edwards – If we discover that the Cenotaph can't have major structural changes, how do we make sure we tell the complete story of 1836 battle? What I don't want to see happen is that down the road there are things we can't do because of the Cenotaph's age. Want to be inclusive of every possibility.

Francisco Gonima – From a process standpoint, Statement 1 provides for that. Recommend we move to roll call.

Roger Perez – I was a big fan of moving the Cenotaph, thought it was the appropriate direction. Was disappointed in THC decision. Don't want to vote yes for statement. Want to send statement that there is not unanimity. Don't think this is the best place for the Cenotaph. Disagree with that concept.

Francisco Gonima – To clarify- Statement 1 is not asking Committee to agree with THC decision, is asking you to acknowledge that the decision was made in another venue and we are moving forward.

Lori Houston read statement 1 again:

***The request to relocate the Cenotaph was denied by the Texas Historical Commission and therefore the Cenotaph will not move. The Cenotaph will be repaired. The repair plan will be presented to the Alamo Citizens Advisory Committee and submitted to the City's Office of Historic Preservation and the Texas Historical Commission for review and approval prior to initiating any repairs.***

Rhea Roberts called roll for the vote.

Vote count: 3 No, 24 Yes

Lori Houston presented statement 2:

*Alamo Plaza will accommodate "traditions" such as events, ceremonies, and parades that are in alignment with the vision and guiding principles and have a cultural or historical tie to the site provided such activities provide the required reverence to the site and follow the approved code of conduct for the site.*

Davis Phillips – Have we defined the code of conduct for the site?

Lori Houston – We have not defined a code of conduct for the site. To Kate Rogers – do you have an active code of conduct right now?

Kate Rogers – Yes, state has written a code of conduct for plaza. We can share that with the Committee.

Lori Houston – This can be attached to the lease agreement and we can present to the ACAC over the summer.

CCM Viagran – Playing loud music and bleachers were not addressed in the previous lease agreement, so this needs to be included now. We have brought this up with the Management Committee.

Matt Brown – Who decides if something is in alignment and what is a tie to site?

Lori Houston – This speaks to current events that are already happening. New events developed by GLO or Trust and be in alignment with the Vision and Guiding Principles. This speaks to traditional events such as the Battle of Flowers parade, Tap Pilam ceremony. The lease agreement will include a list of events and process for approving new events.

Matt Brown – suggest clarifying "traditions"

Ramon Vasquez – I have a couple of concerns with statement. We touched on the code of conduct. Without having that, have a problem if Alamo has code of conduct, if Alamo or GLO determines what is in alignment, have problem with that. City needs to have input. I have hard time saying yes to this.

The group discussed changes to the statement and agreed on the following:

*Alamo Plaza will accommodate events such as traditional and pre-existing events, ceremonies, and parades that are in alignment with the vision and guiding principles and have a cultural or historical tie to the site provided such activities provide the required reverence to the site.*

George Cisneros – Front of Church had been an important site for Dia de los Muertos – where can we put that reference back into the equation? Concerned with word “alignment” with this vision.

Christine Jacobs – Want to amplify comments by George and Ramon. Concern with statement is who is the decider. Is more complex than this statement gets to. Like the suggested language change. In the spirit of inclusiveness, there may be organizations who didn’t feel welcome or know they could participate in the past. As written, this may appear to preclude future events. Want to make sure process is done in a way that is representative. One group may consider activity reverent, others may not see it same way. Needs a thoughtful approach.

Lori Houston – To clarify, the design statement is to allow for parades and other events. The lease agreement will address the process and who decides. The City will have a say in that.

Ramon Vasquez – Want colleagues to understand that I’m moving along this process very cautiously, not with trust or confidence, but am open to get to that point. Want to be cautious in how we make these statements.

Dr. Skrobarcek – Street preachers had been moved in the other plan. Are they still moved?

Lori Houston – Correct, they are no longer in the plaza. There is a first amendment/free speech area, the footprint is treated as a ceremonial area.

Davis Phillips – I hear it’s coming down to the question of who is the decider. We’re not voting on this again. Will we get to see this again?

Lori Houston – You are voting on design assumptions and whether the plaza can physically accommodate parades and large events. We will come back to ACAC with design and you will provide feedback again.

Davis Phillips – Provided that we are address this more in the future, I encourage us to support this. This allows the process to continue.

There was additional discussion of the code of conduct and the process to address future event requests. This statement is about how we physically accommodate existing events. The code of conduct will also apply to ATI and the GLO. Fundraising events would be held in the museum or gardens.

Lori Houston read the final statement:

***Alamo Plaza will accommodate events such as traditional and pre-existing events, ceremonies, and parades that are in alignment with the vision and guiding principles and have a cultural or historical tie to the site provided such activities provide the required reverence to the site.***

Rhea Roberts called the roll. The statement was approved unanimously with 27 Yes votes.

Lori Houston presented statement 3:

*The Historic Mission Footprint will not be lowered to its living surface. The Alamo Plaza and the Historic Mission Footprint will be delineated by different pavers or other similar means. Moisture issues in the Church and Long Barrack walls are being studied and will be addressed. This may still require lowering the ground directly around the buildings.*

Dr. Skrobarcek – I continue to have a problem with statement. Says it will not be lowered to living surface but may require lowering later if studies show its required. We don't have reports, don't know what they will say. It is hard to say surface will not be lowered. Afraid that by voting yes, it removes options to lower it if necessary.

There was additional discussion of how this statement mixes different issues. The delineation of the Plaza is separate from the preservation issues at the Church and Long Barrack. There was consensus to remove the second two sentences in the statement.

Ramon Vasquez also noted that there may be cemeteries along the walls of the Church and Long Barrack.

The group agreed the final statement should be:

***The Historic Mission Footprint will not be lowered to its living surface to delineate the footprint. The Alamo Plaza and the Historic Mission Footprint will be delineated by different pavers or other similar means.***

The statement was approved unanimously with 27 Yes votes.

Lori Houston presented statement 4:

*Managed access of the site will be limited to the Museum and Visitor Center, Church and Long Barrack, and the Gardens. The Alamo Plaza and the remainder of the Historic Mission Footprint will be open to the public with unrestricted access and will not have railings.*

Bill Brendel – Where there are grade changes in Plaza, it may require railings for ADA. Is that a potential problem?

The group agreed to remove statement about railings.

Forrest Byas – I'm concerned with "unrestricted access". Will that be addressed in lease agreement?

Lori Houston – Yes, this is to show that the Plaza will be porous and will not have security and bag checks. It will still be flexible for managed events if necessary.

Forrest Byas – My main concern with daily living history demonstrations being interrupted.

Lori Houston – That can be addressed with code of conduct and ATI staff and management. The term “unrestricted access” is important to this statement. The Plaza was open to public in the previous plan, but access was restricted.

The final statement was read:

***Managed access of the site will be limited to the Museum and Visitor Center, Church and Long Barrack, and the Gardens. The Alamo Plaza and the remainder of the Historic Mission Footprint will be open to the public with unrestricted access.***

The statement was approved unanimously with 27 Yes votes.

Lori Houston presented statement 5:

*The street closures will be phased. Alamo Street from Houston to Crocket will be closed by June 1, 2021. Temporary closures of Alamo Street from Houston to Crockett will occur every weekend between April 15<sup>th</sup> and May 30<sup>th</sup> until its permanent closure on June 1, 2021. The remaining streets will be closed as required by construction of the Plaza.*

Lori Houston – This a statement of design, want to stress that the phasing is so we can do modeling, studies, and stakeholder outreach as necessary.

Davis Phillips – The June 1 closure works, will create safer plaza, it can work from tourism standpoint. Where does this ensure that carriages and tour buses can still use the southern part of Alamo and Crockett? It's important that we are clear about this.

Lori Houston – We will design that section of Alamo Street from Crockett to Commerce to accommodate emergency and service vehicles. Traffic modeling will look at other issues to determine if buses and carriages will have an impact on traffic in the area. Until streets are permanently closed, they will be able to use it.

Davis Phillips –The second phase is not addressed here. There should be options to close Alamo from Crockett to Commerce – is it necessary? It would be damaging to businesses and buses. These are concerns of the tourism industry. When are we voting on that part?

Lori Houston – That will need to be studied during traffic modeling. Will be discussed when we bring back design. The ACAC will have input then.

Bill Brendel – when you close from Crockett to Houston on June 1, will southern part be commercial only? This may create traffic issues.

Lori Houston – The only section closing now is from Houston to Crockett. The rest will remain open and studied.

Bill Brendel – May be problematic.

Lori Houston – It is being monitored, will make sure it is signed well and coordinated with stakeholders.

The statement was read again:

***The street closures will be phased. Alamo Street from Houston to Crocket will be closed by June 1, 2021. Temporary closures of Alamo Street from Houston to Crockett will occur every weekend between April 15<sup>th</sup> and May 30<sup>th</sup> until its permanent closure on June 1, 2021. The remaining streets will be closed as required by construction of the Plaza.***

The statement was approved unanimously with 27 Yes votes.

Lori Houston presented statement 6:

***The proposed changes described in Statements 1-5 are still in alignment with the Vision and Guiding Principles and the 5 key concepts approved in the Alamo Plan.***

There were no questions or comments. The statement was approved unanimously with 27 Yes votes.

Bill Brendel – Suggest adding 5 key concepts to slide.

The Tri Chairs made closing remarks and thanked the committee for their participation and commitment.

Lori Houston reviewed the schedule and reminded the group that City Council will discuss this in a B Session on Wednesday, April 7 at 2:00 p.m. and City Council will consider the updated lease agreement on April 15.