



# DEFENDING THE ALAMO



EXPOSING THE PLAN TO  
REIMAGINE THE ALAMO

TNM.ME



*"Companions in Arms!! These remains which we have the honor of carrying on our shoulders are those of the valiant heroes who died in the Alamo. Yes, my friends, they preferred to die a thousand times rather than submit themselves to the tyrant's yoke. What a brilliant example! Deserving of being noted in the pages of history. The spirit of liberty appears to be looking out from its elevated throne with its pleasing mien and point to us saying: 'There are your brothers, Travis, Bowie, Crockett, and others whose valor places them in the rank of my heroes.' Yes soldiers and fellow citizens, these are the worthy beings who, by the twists of fate, during the present campaign delivered their bodies to the ferocity of their enemies; who, barbarously treated as beasts, were bound by their feet and dragged to this spot, where they were reduced to ashes. The venerable remains of our worthy companions as witnesses, I invite you to declare to the entire world, 'Texas shall be free and independent or we shall perish in glorious combat."*

**Colonel Juan N. Seguin  
Commandant San Antonio, Bexar, Texas  
Army of the Republic of Texas**



## The Trojan Horse

The “Reimagine The Alamo” plan is an ever-changing trojan horse meant to surreptitiously transform the Alamo over the course of generations from the ‘Shrine of Texas Liberty’ to a progressive object lesson on the evils of Anglo imperialism. Under the guise of preservation and respect, the ultimate goal is to federalize, globalize, and sanitize the Alamo.

While the plan contains some points for which the TNM has advocated for years, such as restoring the Alamo complex to its original footprint, an overwhelming majority of Texans who have studied the plan find it odious in all of its forms. The process of developing the Alamo Master Plan, as it is officially known, has suffered from an unprecedented lack of transparency and accountability. Whether it’s the near-exclusive use of non-Texas companies in its development and execution, the \$450 million price tag, the major design issues, or the proposed commercialization of the site, objections from the concerned public have been both loud and completely disregarded.

The effort to reimagine the Alamo is, in reality, a sugar-coated poison pill. While the majority of the opponents of the plan focus on the “business end” of the equation, the true threat lies in the desire by those pushing the plan to erode our proud Texas heritage. While this and previous generations will remember the Alamo as the place where over 180 men gave their lives in defense of liberty and independence and became heroes, if those who want to reimagine the Alamo get their way, the Alamo may tell a completely different story.

## Seizing Control

The latest attempt to transform the Alamo story began in earnest in 2007 with the push to have the Alamo added to the UNESCO World Heritage Site program. Promoted as a move that would boost international tourism, a coalition of business owners and civic leaders began the process of applying for the World Heritage Site designation.

When Julian Castro became Mayor of San Antonio, he entered into negotiations with UNESCO to have the Alamo grouped with four other historic San Antonio missions to have them all added to the World Heritage Site program. As part of this process, the familiar Alamo name was discarded and the name “Mission de Valero” was used. While there is no direct evidence to support the theory that this was done to hide the Alamo’s



inclusion from the public, it was the effect. Only a small number of activists were aware that the Alamo would be included as part of the World Heritage Site application until it was virtually a done deal.

When Julian Castro stepped down as Mayor to join the Obama administration as the Secretary of Housing and Urban Development, his brother Congressman Joaquin Castro became engaged in the latter stages of the effort. Their singular focus on getting the Alamo listed as a World Heritage Site was evident when Joaquin Castro tried to include a provision in a massive spending bill that would allow the Federal Government to pay its World Heritage Fund dues without paying larger UNESCO fees. According to NBC News, “The designation threatened to be political after the U.S. lost voting rights when it stopped paying its dues in protest of UNESCO’s recognition of Palestine as a state in 2013.” Castro’s effort failed, but the missions got the approval without it.

The Alamo’s inclusion in the World Heritage Site program becomes problematic when it is understood the power and control transferred from Texans to the Federal Government and, ultimately, UNESCO. The United States is a signator to the United Nations treaty and a signator to the creation of UNESCO under that treaty as well as the World Heritage Convention. Article 5 Section 4 requires signators “to take the appropriate legal, scientific, technical, administrative and financial measures necessary for the identification, protection, conservation, presentation and rehabilitation of this heritage...”

UNESCO’s inclusion of the “presentation” of World Heritage Sites as an obligation of the convention signators becomes apparent when considering the political nature of UNESCO.

Under the Supreme Court decision in *Missouri v. Holland*, the Federal Government can preempt state law in the furtherance of a treaty obligation. Therefore, if UNESCO objects to any aspect of the Alamo, including how it’s presented to the public, it can leverage its role under the convention with the Federal Government who, in turn, can override decisions made by Texans about the Alamo by invoking *Missouri v Holland*.

While this is not likely to be a problem under the current administration in Washington, Texans have to assume that at some point the rest of the United States will elect someone to the Presidency who is far more progressive, far more comfortable with changing the narrative of the Alamo, and far more amenable to the wishes of UNESCO than anything that we’ve previously seen. While we can hope for the best, we should



prudently prepare for the worst.

The willingness of UNESCO to use their role in cultural affairs to make polarizing political statements and erode the sovereignty of a nation-state cannot be overstated. In 2017, a resolution was passed by UNESCO that declared:

*“All legislative and administrative measures and actions taken by Israel, the occupying power, which have altered or purport to alter the character and status of the Holy City of Jerusalem, and in particular the ‘basic law’ on Jerusalem, are null and must be rescinded forthwith.”*

Since its inclusion into the World Heritage Site program, UNESCO is already insinuating itself in the Alamo redevelopment project. The Texas Nationalist Movement obtained scans of two letters that were obtained through the Texas Public Information Act, that verify this fact. They are asserting their authority under the Convention and demanding to be included in discussions and planning for development and expansion of the Alamo through their agents the National Park Service.

Former Texas Land Commissioner Jerry Patterson expressed concerns about the growing role of UNESCO and the National Park Service in an op-ed in the Rivard Report.

*“While it’s reasonable to listen to the experts, or inquire about national or international historic preservation standards, none of that matters when it’s time to decide. The recent revelation that the General Land Office (GLO) asked the National Park Service (NPS) if the Reimagine Plan complies with UNESCO standards indicates that priorities are wrong, and that Texas and San Antonio elected officials need to take charge and represent their constituents, not the NPS or UNESCO.”*

It is painfully clear that unless the Alamo is removed from the World Heritage Site program, the people of Texas will have lost final authority over the disposition of the Alamo and the story that it tells to future generations.

## The Destructive Ideology Behind Changing The Alamo Story

Texans cannot trust key partners in the planning and execution of the Alamo Master Plan if they do not understand basic history. The Alamo Master Plan designer, George Skarmeas, admitted that he knew very little about the Alamo when he was hired for the



project and had to hire a team to give him a crash course. In one of their earlier presentations, Skarmeas and his team listed the following falsehood on their timeline of Texas history: *“Mexican-American War ends with sale of Texas to US.”*

Their lack of knowledge about the Battle of the Alamo and its relevance to the larger causes of liberty and independence is not really an impediment to their plans if their intention is to radically change the narrative and reimagine the Alamo without the battle as the focus.

In the public input phase of the development of the Alamo Master Plan, Skarmeas was asked, *“Why not restore the Alamo to its 1836 appearance?”* His answer, as reported by multiple news sources, was, *“The events of 1836 were just one small chapter in 10,000 years of history.”* Signalling the general willingness to sanitize the Alamo story by those involved in the project, in an op-ed for the San Antonio Express-News on July 16, 2016, Skarmeas declared:

*“No single entity has an exclusive ownership of the entire site, the plaza and shrine, and its grounds. It is our obligation to listen to all voices, opinions and views before we begin the planning process.”*

This desire to water-down the Alamo story or rewrite it entirely has survived throughout the planning process. In the final draft of the Alamo Comprehensive Interpretive Plan, you find their goal clearly articulated.

*“Additionally, over the last 20 years, perspectives on cultural identity and contextual history have evolved, allowing for a comprehensive and inclusive story using evidence-based research. While the 13-day battle at the Alamo in 1836 is clearly the best known and celebrated segment of history at the site, it is critical that multiple cultural perspectives and stories be presented...”*

Left to their own devices, the pivotal 1836 battle, a story of valor, heroism, and independence, will become secondary to a larger progressive narrative. One must ask, “what will that narrative be?”

It is reasonable to assume that the story will be rewritten to fit an ideology for which the Alamo as we know it is completely incompatible. The roots of this ideology are best described by the mother of Julian and Joaquin Castro and it explains their drive to see seize control of the Alamo and remake it in their image.



*“Maria del Rosario Castro, the mother of former San Antonio Mayor Julian Castro, said in 2010 that she grew up being told the battle was ‘glorious,’ only to learn the so-called heroes were really ‘a bunch of drunks and crooks and slaveholding imperialists who conquered land that didn’t belong to them.’ - Fox News, December 23, 2015*

It is likely that this sentiment served as the ideological undercurrent for a recent proposal debated by the State Board of Education (SBOE). A “streamlining work group” issued a recommendation to the SBOE calling for the removal of the famous Travis letter from state Texas History standards as well as the removal of references to the Alamo defenders as “heroic”. Although recommended under the cover of streamlining educational standards, the true motivation was revealed in an interview with the Texas Tribune. Stephen Cure, a historian and member of the SBOE work group stated, “There was a brief discussion about the appropriateness of using the word ‘heroic’ that was based on perceptions of heroism and the inconsistent use of the term in the standards.” The work group’s notes called “heroic” a “value charged” term and recommended its removal.

## The Cenotaph

Although those who wanted to remove the word “heroic” from Texas History standards were defeated, they appear to be dangerously close to successfully removing one of the key pieces of the current Alamo story - the Alamo Cenotaph.

The Cenotaph stands as the grave marker for the Alamo defenders. After the Battle of the Alamo, Santa Anna had the bodies of the defenders stacked and set ablaze. They were not allowed proper burials. After the victory at San Jacinto, Colonel Juan Seguin returned to the site to collect and bury what remained of his friends and comrades but they had no marker to commemorate their sacrifice.

The Alamo Cenotaph, officially called the “Spirit of Sacrifice”, was erected by the Texas Centennial Committee in 1939 to memorialize the defenders who fell at the Alamo. It is akin to the “Tomb of the Unknown Soldier” and has become a specific target of those who want to reimagine the Alamo.

One version of the Alamo Master Plan calls for the removal of the Alamo Cenotaph where it will allegedly undergo repairs. When those repairs are complete the Cenotaph will be placed in a location that is no longer on the Alamo grounds in an unsecured area



that will be designated as a “free speech zone”. Given the antipathy that some feel toward the Alamo and those who died there, as well as the current politically-charged climate, it is reasonable to assume that it will immediately become a target of vandalism from increasingly violent protests. There are some who doubt that it will be returned at all.

Much like the attempt to eliminate the heroism of the Alamo defenders was done under the guise of streamlining education standards, the proposal for the Cenotaph in the Alamo Master Plan is being marketed as a preservation effort. Proponents of the Alamo Master Plan, including the General Land Office, the designers of the Alamo Master Plan, and the City of San Antonio, have been less than honest about their plans and motivations behind those plans regarding the Cenotaph. In fact, the most recent damage assessment for the monument shows that the Cenotaph could be repaired in-place for a fraction of the cost of the proposal in the Alamo Master Plan. This leads many to believe that the real goal is to remove the Cenotaph from the grounds of the Alamo to further remove emphasis from the 1836 battle.

## The New Battle of the Alamo

Activists from all over Texas are becoming aware of the challenges facing the Alamo and are joining the battle to defend our heritage and history. Unless action is taken now to protect the Alamo, the rewriting of our history may be a virtual certainty.

Every true-blooded Texan wants to see the Battle of the Alamo properly memorialized. This includes actions that are nearly devoid of controversy such as restoration of the Alamo complex to its 1836 footprint, construction of a world-class museum to house the Alamo artifacts, and much-needed restoration and preservation work on the original structures. Reclaiming the space where over 180 Texans gave their lives in defense of liberty and independence to offer a proper, solemn, and inspiring memorial to their sacrifice is not in question.

The fixation by the proponents of the Alamo Master Plan on the more controversial elements, such as moving the Cenotaph and de-emphasizing the 1836 battle, speaks volumes as to their ultimate intent for the site. This is the battle that we cannot afford to lose.

While this briefing does not address the financial irregularities or the governmental oversight and transparency issues surrounding the project, the course of action is still clear. No action should be taken on the Alamo Master Plan until it is reviewed and the



Texas Legislature has the time to implement proper oversight. This includes removing the Alamo from under the authority of the General Land Office and placing it either under the authority of the Texas Parks & Wildlife Department or under the Texas Legislature directly.

No matter the course of action taken legislatively, the Cenotaph must remain in place until the Texas Legislature and all the people of Texas are given an opportunity to be heard. This is our only opportunity to ensure that future generations of Texans will still remember the Alamo for what it truly means.

*“Let the convention go on and make a declaration of independence, and we will then understand, and the world will understand, what we are fighting for. If independence is not declared, I shall lay down my arms, and so will the men under my command. But under the flag of independence, we are ready to peril our lives a hundred times a day...”*  
**- Colonel William Barret Travis, Commander of the Alamo, March 3, 1836**

JOHN GRIFFING CONSULTING

# LEGISLATIVE BACKGROUND

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**Battle for the Alamo**  
(Dec., 2017)



# EXECUTIVE SUMMARY

## General Land Office/Alamo oversight issues

### *Multiple Red Herrings*

- The GLO is using fights over the memorial (Cenotaph) as distractions.
- The GLO is dismissing concerns about its "master plan," but killed its original website "ReimagineTheAlamo.org" and tried to erase any online evidence of the "master plan."  
**[See, appendix for cached website PDF.]**
- The GLO is ignoring the old adage, "Sunlight is the best disinfectant." By concealing its plans to dramatically change the "shrine of Texas," the GLO is promoting distrust and disunity among politically weary Texas voters.
- The GLO launched two new websites following protests, *AlamoTruth.org* and *SaveTheAlamo.com*. The sites purport to "Debunk Myths," but consist largely of unsupported denials and contradictions -- not refutations. E.g., "No, that's absolutely false."  
**[See, appendix for website PDF.]**
- The GLO's "SaveTheAlamo.COM" is also confusing concerned citizens who are searching for "SaveTheAlamo.US" the website popular among critics of Alamo redesign schemes. The difference? *One of the descendants of Col. William B. Travis wrote a letter opposing Bush's plan on the latter site. The Bush copycat boasts no such patronage. [CLICK HERE to read Travis descendant letter]*

## *The Real Scandal*

- GLO is potentially violating state laws prohibiting financial "conflicts of interest" or certain "gifts" involving Texas elected officials.
- GLO is also possibly violating rules requiring the disclosure of "private or personal interest" by state employees with companies receiving public money.
- The GLO ignores repeated requests by Attorney General Ken Paxton for minutes of Alamo Endowment board meetings, and contests Texas open records laws.
- The GLO still is not actually providing access to its financial records, despite Commissioner G. P. Bush's recent claims to the contrary. Releasing Land Office contracts still falls short of releasing expenditures by the contractors.
- The GLO posts Alamo Endowment financials at "Guidestar," which requires users to pay \$167 just to see a 990 form. [See appendix.]

## *Texas Leg Blowback, "Nip it in the bud," before G.P. Bush does*

- Texas Republican lawmakers voted to give Commissioner Bush exactly what he wanted last session.  
[SOURCE: [GLO Press Release: Alamo Leaders Praise Texas Leg](#)]
- During the 2015 and 2017 sessions, the Texas legislature appropriated a combined \$106 million for Alamo-related projects, much of it from the Economic Stabilization Fund (ESF) (why borrow for this?)  
[SOURCE: [85th Leg SB 1 Conference Bill](#)]

- No return-and-report requirements for the outlays were required by the legislature in either appropriation.  
[SOURCE: [85th Leg SB 1 Conference Bill](#)]

## TEXAS LEG: WHAT DO WE DO NOW?

### *Quick Solutions*

**Massive public spending on nonprofit-run activity without any reporting requirements is going to look bad to voters -- especially because it involves the Alamo.**

**To prevent potential blowback, it is imperative leadership do the following immediately:**

- **Introduce corrective legislation:** Lt. Gov. Patrick already filed interim charges, but specific issues remain to be fleshed out by legislators.
- **Develop preemptive “offensive” messaging:** Senate & House leadership must prepare uniform responses ahead of time that anticipate the “blame-game,” and redirect focus towards Bush and his colossal mismanagement of state resources.
  - Campaign and legislative office comms should collaborate -- coordinating public discourse with seamless efficiency.
  - Don’t “sell” voters. Simply tell them what’s wrong with the GLO, and what the Texas leg is doing about it.
  - Focus should be on lack of transparency, lies about original master plan concept, conflicts of interest, and total disregard for citizen concerns.

- **Audits and investigations:** the lack of financial transparency evident to even casual observers of recent GLO/Alamo controversy requires Texas lawmakers to do their due diligence, and look for any evidence of corruption using established channels.
- **Subpoena GLO for anything missing from its internal audits of contractors:** The GLO's internal audits must be sent to the state upon request -- and if they have not been, or are submitted without all required information then legislators may compel GLO compliance.

*“In accordance with Texas Government Code, Sections 2102.009 and 2102.0091 ... .”*

## **Alamo nonprofits: What’s the problem, anyway?**

### *Basic Background*

**There are three nonprofits (soon to be four) “managing” the Alamo and potentially receiving millions in taxpayer dollars: The Alamo Endowment, Alamo Complex Management, Inc. and the Alamo Foundation.**

**Bush chairs all three nonprofits. In that capacity, Bush also appoints members of the board for each nonprofit and is empowered to sign contracts -- in addition to running GLO.**

- Bush signs contracts with *himself* (GLO).
- The GLO awards contracts to the nonprofits for official and designated state purposes, but critics charge that expenditures of the private nonprofits are still invisible to citizens and policymakers.)

- The State of Texas currently does most of the spending (\$75 million in 2017), which raises questions as to the practical purpose of the GLO's proliferating non-profits, especially when the GLO refuses to disclose the financials of the non-profits it currently runs.
- Bush recently announced that yet another nonprofit to replace ACM, Inc. is currently under development. That's objectively not good news for taxpayers.
- Every time a new nonprofit is formed by GLO, entire law firms have to be retained -- costing the state unnecessarily in duplication and wasted resources -- money better spent on preserving the Alamo.

**What incentive is there to add yet ONE MORE unaccountable shadow agency? The question is hard to answer, but that's not stopping the GLO.**

# **ALAMO TRANSPARENCY**

## Looking Through A “Glass Wall” Darkly

**Land Commissioner Bush testified \*UNDER OATH\* before the Texas House Appropriations Committee February 21, 2017 that the nonprofit corporations overseeing the Alamo comply with the Texas Open Meetings and Open Records Law. His unsolicited and volunteered claims of compliance were clearly to please committee members.**

**But, the claims were INACCURATE.**

**NOTE:** Many Texas transparency statutes do not apply to private nonprofits. The Texas Sup. Ct. ruled against disclosure requirements for state-funded nonprofits last session. [**SOURCE:** [Texas Tribune: Texas Supreme Court Ruling Shields Contractors](#)]

- The GLO refuses to honor Open Records requests made by investigative reporters, e.g. Houston Chronicle reporter Mike Ward’s request for Endowment and Alamo Complex Management financials.
- The GLO consistently requests excessive supporting rulings from the Texas Attorney General regarding records requests, possibly to “run out the clock” on transparency demands.
- Bush, as head of the GLO and as chair of the both the Endowment and Alamo Complex Management boards, signs contracts between the GLO and the identified nonprofits for BOTH parties.

# CONFLICT OF INTEREST?

## *UNDISPUTED FACTS*

**Bush maintains competing fiduciary duties and obligations to multiple entities, a textbook conflict of interest. Bush can't "rule" impartially if there's a dispute, for example.**

**Without question, Bush is "THE" responsible party in all Alamo-related nonprofits.**

## IMPORTANT QUOTES:

- **Jerry Patterson:** "I'd have concerns about conflicts of interest and conflicts of fiduciary duty. If there's no chance of a conflict or dispute, why would you need a contract? I would not have contracted with myself to run the Alamo."
- **George P. Bush:** "In terms of PIRs, in terms of minutes and other documents within the (Alamo Complex Management), the position of legal counsel has been that it is not disclosable, which legally is correct, but I have made the decision as chairman to turn over everything. There's nothing to hide."

**TRUE OR FALSE?** The claim made by Bush that he's "turning over everything" is dishonest, since ACM is just one of the nonprofits (and has unique status in appropriations bills, being named as a direct recipient of funds). The other nonprofits are not mentioned in the commissioner's pretense to openness, and commitments to open their books aren't forthcoming.

**MISCELLANEOUS (UNCONFIRMED):** Rumors communicated by retired elected officials suggesting that ACM will no longer be running the Alamo and that Bush is creating a brand new nonprofit for that purpose, also contradict the commissioner's claim.

**RECOMMENDATION:** Investigate a potential GLO conflict of interest and attach stringent reporting requirements to next budget.

## **WHAT'S THE LAW SAY? -- Texas Ethics Commission**

*"A state officer or employee should not:*

***(1) accept or solicit any gift, favor, or service that might reasonably tend to influence the officer or employee in the discharge of official duties or that the officer or employee knows or should know is being offered with the intent to influence the officer's or employee's official conduct;***

***(2) accept other employment or engage in a business or professional activity that the officer or employee might reasonably expect would require or induce the officer or employee to disclose confidential information acquired by reason of the official position;***

***(3) accept other employment or compensation that could reasonably be expected to impair the officer's or employee's independence of judgment in the performance of the officer's or employee's official duties;***

*(4) make personal investments that could reasonably be expected to create a substantial conflict between the officer's or employee's private interest and the public interest; or*

*(5) intentionally or knowingly solicit, accept, or agree to accept any benefit for having exercised the officer's or employee's official powers or performed the officer's or employee's official duties in favor of another.*

**Gov't Code § 572.051. A state agency may not use appropriated funds to compensate a state employee who violates those standards. Gov't Code § 2113.014 ... ."**

## **PRIVATE OR PERSONAL INTEREST**

*"If a board member has a private or personal interest in a measure, proposal, or decision pending before the board, the board member must disclose that fact to the rest of the board in an open meeting and must refrain from voting or otherwise participating in the matter."*

**Gov't Code § 572.058**

*[Emphasis Added]*

Commissioner Bush **most likely** violates Texas "private interest" disclosure requirements by default and out of necessity every time he chairs a nonprofit

board meeting -- since his interests are automatically divergent in the eyes of the law.

## WHERE IS THE MONEY GOING?

### *HUGE INCREASE IN “PROFESSIONAL FEES”*

**All Alamo expenses fall under the nonprofit, Alamo Complex Management, and lately, ACM’s “Exceptional Items Requests” have been getting a little lopsided where it concerns payroll.**

- “Professional fees & services” jump dramatically from \$450,000 in 2015, to an estimated \$2 million in the request for 2016, and finally, surge to \$7 million in the GLO’s 2018-19 Exceptional Item Request. The amounts listed represent OVER HALF of all the Alamo Complex’s listed expenses for the baselines in the referenced dataset.
- The Alamo Endowment spent over \$200,000 on “administration,” possibly indicating windfalls, or paychecks for one or more board members. The recipient/destination of this money should be identified.
- The GLO also paid two separate consultants roughly \$3 million each, for a grand total of \$6.1 million just to provide conceptual design input on future plans for the Alamo.

Speaking of ACM’s lopsided payroll ....

## **GRAFT AT THE ALAMO?**

NEW DEVELOPMENTS PREVIOUSLY UNREPORTED

(Not for release, unless LG Patrick authorizes.)

**Douglass McDonald, the newly designated CEO of Alamo Complex Management, Inc., may be abusing state funds for personal enrichment.**

In its new solicitation for the design consultants -- **“The Alamo Comprehensive Interpretive Plan” [appendix]** -- McDonald’s own company is mentioned as a contract party to the State of Texas:

*“This Solicitation is issued by the Alamo Master Plan Management Committee (AMPMC), composed of two representatives of each the Texas General Land Office (GLO), the City of San Antonio (COSA), and the Alamo Endowment (AE). The Management Committee will oversee the Interpretive Plan, **with facilitation provided by NGOgro, LLC under separate contract.**” [Emphasis Added]*

The GLO appears **unconcerned the conflict of interest** will ever metastasize, and boldly reveals the relationship again, later in the document:

*“All requests, questions, or other communications about this Solicitation shall be made by email to Douglass McDonald, Founder, NGOgro, LLC contracted facilitator for the interpretive planning process, at the following email address: [doug@ngogro.com](mailto:doug@ngogro.com)”*

**Some concerned citizens might call that “unethical” or akin to “double-dipping,” though the underlying legal questions raised by McDonald’s apparent impropriety are admittedly undetermined.**

In a section titled, “Prohibited Communications,” the GLO requests that the prospective state contractor **avoid discussing anything with the commissioner about the taxpayer-funded contract**, either by phone or in person. It further orders applicants to **direct ALL communications through McDonald at NGOgro.**

### *“2.2.3. Prohibited Communications*

*On issuance of this Solicitation, except for the written inquires described in Section 2.2.1 above, the Management Committee, its representative(s), or partners, including the GLO, COSA and AE, will not answer questions or otherwise discuss the contents of this Solicitation with any potential Respondent or their representative(s). Attempts to ask questions by phone or in person will not be allowed or recognized as valid. Failure to observe this restriction may disqualify the Respondent. Respondent shall rely only on written statements issued through or by NGOgro LLC, the contracted facilitator for this project. This restriction does not preclude discussions between affected parties for the purposes of conducting business unrelated to this Solicitation.”*

**PLAUSIBLE DENIABILITY (?):** Commissioner Bush clearly wants to be *in the dark* on state contracts with the GLO and affiliated nonprofits. Why? Is something illegal occurring that GLO/Bush can’t “know” without committing perjury later?

**POSSIBLE CONTRACT LAPSE (?):** Did McDonald's contract terminate or lapse BEFORE he became ACM, Inc. CEO? And, how would we know if it did, since it was with the Endowment? The solicitation doc was posted Aug. 7 with deadline of Sept. 1, 2017. McDonald became Alamo CEO mid-August. How does that work from an ethical perspective?

**RECOMMENDATION:** Investigate the legal issues (if any) with the ability of McDonald to benefit economically from private contracts while also serving in a state office partially financed by taxpayer dollars. (For the sake of total accuracy, ACM is a nonprofit.)

**Additional links and information:**

Douglass McDonald

<https://www.linkedin.com/in/douglassmcdonald>

GLO "Interpretive" Solicitation

[www.bidnet.com/bneattachments?/463775768.pdf](http://www.bidnet.com/bneattachments?/463775768.pdf)

NGOgro, LLC Articles of Organization

<http://www2.sos.state.oh.us/reports/rwservlet?imgc12g&Din=20143640076>

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## **“ERASING” HISTORY OR “MAKING” HISTORY?**

WHO IS RIGHT, AND WHO IS WRONG? FINDING THE TRUTH *IN THE MIDDLE*

**Extremes never help in the formation of policy. The GLO is guilty of “absolutes” in attempting to deflect intense public criticism over its recent actions.**

**In what appears to be a collection of hollow "straw man" arguments, the GLO's "SaveTheAlamo.com" includes a section titled, "Debunking Myths." The alleged "myths" are set up like bowling pins, and then knocked down with unsupported contradictions, e.g., "No, that's absolutely false."**

**Lawmakers will be the judge, but there does not seem to be much "debunking," but there's a whole lot of "denying."**

**A selection of important questions and GLO responses featured on the state-funded website “SaveTheAlamo.com” is provided for lawmakers.**

**Each GLO claim, followed by my rebuttal.**

### **ARE YOU RENAMING THE ALAMO?**

**GLO:** No. Not now, not ever. It will always be called the Alamo. No recommendation or proposal has ever been made to change the name. The Alamo will always be called “the Alamo.”

**Me:** The use of "Mission San Antonio de Valero" 8 separate times in the "master plan" is unnecessarily confusing to readers who simply trust their own eyes.

### **DO THE PLANS DIMINISH THE 1836 BATTLE?**

**GLO:** Absolutely not. The 1836 Battle is central to future plans. It is the event that defines the Alamo’s role in history. It is, by far, the largest exhibit in the new museum and will always be the central story. ...

**Me:** George Skarmeeas, the Alamo's chief planner, paints a different picture. When asked, “Why not restore the Alamo to its 1836 appearance?” the [answer from Skarmeeas was](#), "The events of 1836 were just one small chapter in 10,000 years of history.”

(Transcripts of the meeting where these statements took place are in my possession.)

In the [master plan's statement of guiding principles](#), Texans are told the new Alamo will “embrace the continuum of history to foster understanding and healing.” Some might mistake "healing" as a metaphor for tearing

down or censoring history deemed "politically incorrect," like [renaming Columbus Day](#) "Indigenous People's Day."

The GLO's own Bryan Preston reminds us that many Mexican states were rebelling against Santa Anna in 1836, because he had abolished local government.

<http://disq.us/p/1n06elz>

So, with whom exactly do we need healing?

### **WHAT ARE THE PLANS FOR THE CENOTAPH?**

**GLO:** The City of San Antonio owns the cenotaph and plans to repair and restore the monument ... Discussion is ongoing about where the Cenotaph will be located once restoration work is complete. One idea is to relocate the Cenotaph ... to the location of one of the funeral pyres ... to properly honor the location where the defenders' bodies were burned.

**Me:** Notice the attempt to preemptively shift blame to the San Antonio City Council for any removal or destruction of the treasured Cenotaph, even though Bush [approved a plan that proposed its removal](#)? "It actually sits on city property, so ultimately it will be a city decision," Bush said recently, when asked about the Cenotaph. Bush is using classic political process language, words that soften the ground for future failure by design. Such language is very revealing about Bush's actual intent.

And at the very least, we can conclude his intentions are not respectful. Recall that the re-imagine zealots are suggesting protecting a deteriorating, fragile, tall, and erect monument by taking it apart and moving it far from its current location.

The GLO might as well let the Mexican government do the renovation.

## **BUT I HEARD THE ALAMO WOULD BE SURROUNDED BY PLEXIGLASS!**

**GLO:** No. Plexiglass was never proposed and no wall design has been approved in the final Master Plan. Many people have expressed that they prefer no walls, and the structural glass wall concept was very unpopular.

**Me:** Another "straw man." By laying out the most extreme iteration of a legitimate concern, and then shooting it down, the GLO projects the illusion of credibility. The operative word here is "final," since it is dishonest to say plexiglass was not formally proposed, as the second clause of the last sentence indicates. How can a "concept" be unpopular if it wasn't proposed or planned?

## **WHERE DID THE STATE AND NATIONAL FLAGS, BATTLE ARTIFACTS, PLAQUES GO?**

**GLO:** They are where they have been for decades. Some items were temporarily moved to allow historic preservation work to be done on the walls. As work is completed, the items have been returned.

**Me:** At issue is the consistent dynamic described by those who own or protect Alamo battle artifacts in dealing with the Bush Land Office -- and it is that dynamic which breeds so much distrust. It usually follows a pattern, beginning with "accidental" removal of priceless history, followed by refusal to cooperate, then only modest concessions after intense public outcry.

When Bush illegally seized 30,000 artifacts and library materials belonging to the Daughters of the Republic of Texas, who previously managed the Alamo site, he was sued and forced to return them.

Similarly, Bush removed from display a priceless cannon used at the Alamo and owned by a prominent Texas family, which was illegal to do, according

to contracts with the State of Texas. Official explanations were that it was being stored for eventual showcasing at the future "world-class museum." Since the "re-imagine" plan is a 7-year-long project, does it make sense to store artifacts that currently enrich the lives of Alamo visitors for future display?

***NOTE:*** *The cannon will supposedly be returned after four weeks; it is undergoing cleaning at Texas A&M. Still, the issue is one of legality and removal. The cannon does not belong to the GLO or Texas. It's on lease by the family in question. Carelessness is certainly the more reasonable conclusion, but it is THIS kind of absent-minded, well-meaning stuff that empowers the narrative of a stealth plan to erase 1836 from the Alamo's DNA/*

Clearly, it is Bush's unusually frequent removal of battle artifacts that arouses so much suspicion.

## **WILL BATTLE ARTIFACTS BE CONFINED TO A BASEMENT?**

**GLO:** No. The Master Plan proposes a 100,000+ square foot museum that will be home to hundreds of Alamo artifacts including the spectacular Phil Collins collection featuring David Crockett's rifle and James Bowie's knife ... The Battle of the Alamo is and will always be the heart of the story... .

**Me:** While the GLO may have changed its tune, the master plan synopsis from June, 2017, featured a four-level diagram of the space in question, and only one section of the diagram was labeled "museum" -- the basement. Every other level featured in the visual aid is purposed for other activities.

The synopsis also featured a timeline for when the museum would be erected: the year 2023. [See appendix]

## **AREN'T YOU CREATING A "FREE SPEECH ZONE" TO RESTRICT WHERE CITIZENS CAN EXERCISE THEIR FIRST AMENDMENT RIGHTS?**

**GLO:** No. The plan removes the current "free speech zone" from Alamo Plaza — in the heart of the 1836 Battlefield — to an area outside of where the walls once stood, further restoring dignity and reverence to this sacred ground.

**Me:** "No" clearly means "yes" in the given context. The sentence right after the adamant, "No," says the zone is merely moved outside the plaza, and that's even worse. A plaza is a space traditionally designed to host public expression. Holding it outside a wall is something done in oppressive dictatorships -- not America, and not Texas. Remember, that Alabama used "free speech zones" to limit where the followers of Rev. Martin Luther King, Jr. could protest.

## **DOES THE UNITED NATIONS HAVE ANY ROLE IN THE MANAGEMENT OF THE ALAMO?**

**GLO:** No! Not now, not ever. The Alamo, along with four other Spanish-era missions in San Antonio, was designated a UNESCO World Heritage site in 2015. The effort to earn the designation spanned nine years, and was approved and supported by former Texas Land Commissioner Jerry Patterson ... The UNESCO designation has nothing to do with management of the Alamo.

**Me:** Who is the GLO speaking to, here? John Birch Society rejects? Some of those who oppose UNESCO's World Heritage designation may be paranoid, but other logical reasons exist to oppose participation.

## **WHO MANAGES THE ALAMO? WHAT ABOUT TRANSPARENCY?**

**GLO:** ... The GLO is a leader in abiding by all applicable laws concerning government transparency. All of the Alamo planning and preservation contracts have been with the GLO, and are posted on the agency's website. The Alamo Endowment Board ... operates as a private 501(c)(3) and posts its financial records with GuideStar.com (<https://www.guidestar.org/prole/36-4765844>).

GuideStar rates the Alamo Endowment Board as "Transparent." Anyone can download GuideStar's report at any time.

**Me:** I went to GuideStar to download the report spoken of, and it turns out, only by spending \$167 can the average person see [anything even remotely useful](#).

And Guidestar isn't really the answer either, since nonprofits don't have to show how they spent the money, that is, itemized expenditures. Possible corruption -- like [selling seats on the Endowment board](#) -- all are hidden from public view under current arrangements.

More disturbingly, since Bush heads both the GLO and the Alamo Endowment, he is basically awarding himself contracts -- legally problematic, to say the least.

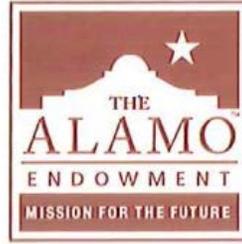
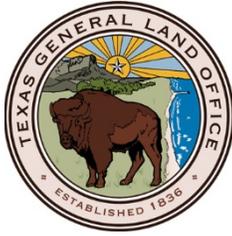
***End of list from "SaveTheAlamo.com"***

## **CONCLUSION**

All available evidence appears to validate the concerns of critics, and despite plentiful denials and contradictions, GLO responses to public concerns are inadequate to satisfy the demands of coherent argument.

Statements like, “No! Not now, not ever!” certainly would not pass muster in a courtroom (unless it was a rerun of “Perry Mason.”)

**For all its hype, “Reimagine the Alamo” is a solution in search of a problem.**



# ALAMO COMPREHENSIVE INTERPRETIVE PLAN

## REQUEST FOR QUALIFICATIONS

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**Release Date: August 07, 2017**

**Deadline for Submission: 3:00 PM CDT; September 1, 2017**

**GLO Solicitation No. X0013289**

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## 1. ARTICLE I. INTRODUCTION AND SCOPE OF WORK

### 1. INTRODUCTION

The Alamo Master Plan Management Committee is seeking the services of an interpretive design firm to help us with the re-planning, re-imagining and creative design of one of the most important historical sites in the world – The Alamo.

80 years ago, Col. William Barret Travis' famous "Victory of Death" letter written during the 1836 siege of the Alamo stirred the hearts of a nation. "To the People of Texas and all Americans in the World," Travis wrote, "*I am besieged... I have sustained a continual bombardment and cannonade... I shall never surrender or retreat... I call on you in the name of Liberty, of patriotism and everything dear to the American character, to come to our aid, with all dispatch... VICTORY OR DEATH.*"

While facing indescribable odds and almost certain death, Travis' tenacity galvanized his men and showed the world the true meaning of sacrifice. The heroic story of The Alamo defenders and their defiance against tyranny echoes through the centuries, inspiring reverence, and awe. Symbolic of the universal struggle for freedom, "*The Shrine of Texas Liberty*" stands as a testament the world over to the indefatigable human spirit.

First constructed in 1718 along the banks of San Pedro Creek, the Mission San Antonio de Valero, now known as the Alamo was moved to its current location on the San Antonio River in 1724. Eventually the Alamo became part of five Spanish Missions in San Antonio known today as some of the finest examples of Spanish Colonial Architecture in the New World. In fact, these missions are so spectacular that in 2015 all five were recognized as a World Heritage Site.

For much of the first 118 years of its existence the Alamo served as a Catholic mission, reaching out for the church and the nation of Spain to the indigenous people of south central Texas. Late in that period part of the four-acre Alamo compound was secularized and became a military garrison used by the armies of Spain and Mexico.

By the time the year 1836 saw the first light in San Antonio the Alamo compound had been battered by hard use and the harsh south Texas weather. In the spring of that year the compound became occupied by revolutionary Texian forces and fortified in an effort to stop the advancement of a large contingent of the Mexican Army led by Presidente General Antonio Lopez de Santa Anna.

Today, the heart-wrenching story of the seminal battle that followed and the mission/garrison where it all happened draws 1.5 million visitors from around the world each year. Unfortunately, they are often disappointed... visitors note the carnival like atmosphere, lack of cohesive narrative, confusing physical layout and lack of gravitas are overwhelming. Even worse, there is nothing to show the respect and honor due to the men who gave their lives for Texas and all she stood for.

Just as important there is no connection made at the Alamo today to its history prior to the battle in 1836, its connection to the other four Spanish missions, its connection to the San Antonio River, its connection to Spain and Mexico, its connection to the church or the indigenous people or the fact

that it is the emotional, spiritual and economic foundation upon which the City of San Antonio was built.

That is all about to change. A new day is dawning for the Alamo.

In early 2014 the City of San Antonio began a process to revitalize and revision the city-owned Alamo Plaza. Local leadership and a Citizens Advisory Committee that represented all regions of the city and key stakeholder groups created a Vision and Guiding Principles that gave new hope for improving the visitor experience for future generations.

In the spring of 2015 Texas Land Commissioner, George P. Bush, appointed a private endowment board to oversee and manage the Alamo as well as supervise its re-planning, re-imagining and creative redesign.

Previous plans to revitalize the Alamo were often scuttled by a lack of governmental and private coordination and the lack of adequate and sustainable funding sources. The cooperation problems are now solved. The City of San Antonio, the State of Texas and Alamo Endowment have come together to form the Alamo Master Plan Management Committee which first oversaw a Master Plan. The Master Plan is complete and was developed and led by Dr. George C. Skarmeeas, Partner at Preservation Design Partnership (Philadelphia, PA). Our next step is to provide an Interpretive Plan to begin implementation.

In addition, the lack of financial commitment has been addressed when the State allocated an initial \$100 million, the City allocating \$38 million and the private endowment committing to raise several hundred million dollars from the private sector.

With the organizational and financial issues behind us we are ready to take the next step – identifying and hiring a creative visionary for this extraordinary project.

The Alamo Master Plan Committee is adamant that the firm hired have an outstanding and relevant resume including excellent references for work done on similar endeavors. The firm selected must share the committee's desire to 'think outside the box' in creating, highlighting, and interpreting a historical site on par with the world's best.

The committee's goal is to create a "must see" destination worthy of the famous battle, worthy of its heroes and worthy of the long and multi layered history of the site. Upon completion, the re-planned site must instantly engage, inspire, and educate visitors all while reinvigorating the city which emerged around the Alamo. The firm selected should enthusiastically accept this vision and the challenge of this remarkable opportunity.

The Alamo Master Plan Management Committee is fascinated by and totally committed to the Alamo. We hope that when you finish reading this solicitation you will be excited as we are about this wonderful opportunity.

**REMEMBER THE ALAMO!** The Alamo Master Plan Committee

## 1.1. SCOPE OF SERVICES REQUESTED

### 1.1.1. Summary

The Alamo Master Plan Management Committee seeks a qualified team with significant experience in the development of successful, comprehensive interpretive plans for iconic and historic sites of national and international significance to prepare an Interpretive Plan for the Alamo in San Antonio, Texas.

The Interpretive Plan shall include the area largely defined as the Alamo Plaza Historic District, with emphasis on the areas within the boundaries of both the historic Mission San Antonio de Valero and the current state-owned Alamo Complex (see Exhibit A).

The existing conditions, i.e. a public plaza, roadways, buses, and a cacophony of activities that have no relationship to the historic site against the walled, lush garden behind the Church, create the impression that the garden was the historic mission site, not the busy plaza to the west of the church.

The presence of an interpreted acequia and a number of buildings constructed in a Colonial Revival vocabulary contribute further to this confusion. One of the goals of the Interpretive Plan is to re-establish clarity, order, and organization through physical evidence, interpretation, and exhibits, allowing all users of the site to intuitively understand where the historic courtyard was, what the historic perimeter was, and where the evolution of the City of San Antonio and other initiatives, such as the 1936 Garden, took their own course.

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

**Zone 1** [between Market and Commerce Streets]

**Zone 2** [from Commerce to Crockett Streets] and

**Zone 3** [from Crockett to Houston Streets and from Losoya to Bonham Streets]

The Interpretive Plan offers an opportunity for a comprehensive evaluation and reimagining of the visitor experience at the Alamo, from the ways in which visitors physically approach the historic site to the educational experience upon arrival. The Interpretive Plan shall recommend changes to expand visitor and operational facilities and to promote understanding of the historic Mission San Antonio de Valero boundaries. It shall be guided by the diversity of stories and cultures over the site's nearly 300-year history, and make connections to the four other Spanish Colonial missions that are also part of the San Antonio Missions World Heritage site. The Interpretive Plan must also include recommendations for economic development and revitalization for properties within the area largely defined as the Alamo Plaza Historic District.

The Master Plan, approved by the Texas General Land Office and the City of San Antonio includes a Reimagined Alamo site which includes:

- ♣ Reestablishing clarity of historic and non-historic areas with design and more accurate interpretation throughout the planned area. This means reinterpreting many areas that are not viewed as historic, adding activity and interpretation throughout the site, and reinventing other non-historic areas including the 1936 garden.
- ♣ Defining the historic mission and battlefield footprint so visitors intuitively understand where the historic edges are and what activities have taken place.
- ♣ Creating a 130,000-sq. ft. world-class visitor center and museum, which includes 30,000 sq. ft. of exhibit space in the historic buildings footprint along the western edge that educates and enlightens visitors about the complexity of the history of the Alamo and the key events that took place here. The buildings would include a rooftop terrace and restaurant overlooking the Alamo footprint.
- ♣ Creating a beautiful promenade/entry to the historic site, tied with an active community park located just outside the south gate area that becomes the heart of gathering for community, local activity, and enjoyment. This area should give a sense of arrival to the historic area as well as be the citizen's place to enjoy the central area of downtown San Antonio.

This Solicitation is specific the Comprehensive Interpretive Plan, and shall include space planning to determine the visitor approach, reimagining of the Alamo Complex and Alamo Plaza for increased visitor understanding of the historic San Antonio de Valero boundaries and 1836 battle area, incorporation of enhanced visitor and operational facilities, and greater site authenticity. The starting point for this Interpretive Plan shall be the Master Plan previously approved by the City and State.

Selection of sub-consultants in specialty areas of exhibit and experience design, will follow the Award under this Solicitation. Respondents are encouraged to recommend firms for these areas or to reflect their own qualifications; but are not to include them as part of the main respondent team without advance authorization.

This Solicitation is issued by the Alamo Master Plan Management Committee (AMPMC), composed of two representatives of each the Texas General Land Office (GLO), the City of San Antonio (COSA), and the Alamo Endowment (AE). The Management Committee will oversee the Interpretive Plan, with facilitation provided by NGOgro, LLC under separate contract.

#### 1.1.2. Alamo Comprehensive Interpretive Plan: (Part 1.)

The Alamo is a multi-layered story on a complex site. Also, the organization is supported by a very unusual funding structure, that being that the operations are totally funded by earned revenues; notwithstanding admission being free.

Thus, the Comprehensive Interpretive Plan must include a broad mix of design and operational ingredients.

- Visitor experience from the beginning point of arrival to departure from the Alamo complex.
- Visitor experience which begins in an urban setting, moves to the reclaimed historic site, includes the new museum, reclaimed courtyard, historic church, historic Long Barrack, and retail and dining experiences.
- The revenue mixture of the Alamo is unique being primarily supported by onsite generated revenues which exclude paid admissions. Careful planning of earned revenues is critical for the future of the Alamo.
- Development of enhanced experience concepts which generate significant revenues for the Alamo.
- The connection of the Alamo other related historic sites in San Antonio and throughout the State of Texas.
- The plan must also encompass the planning for museum operations which includes: collection storage, library and research facilities, support for maintaining the plaza, grounds and facilities, parking of guests and visitors, visitor amenities, operations storage, security, and staff support.

#### 1.1.3. Alamo Exhibit/Experience Design: (Part 2.)

The Alamo is a unique story and with the Interpretive Plan process, there is an opportunity to approach the exhibits in a unique manner.

The exhibits for the Alamo are extensive. They include:

- The Church
- The Long Barrack (To be interpreted as a historic structure.)
- The 1936 Garden
- The reclaimed Alamo Courtyard
- Permanent exhibits in the new museum building
- Changing exhibits in the new museum building
- Plaza de Valero as primary approach to the site
- Alamo Promenade that begins at Commerce Street and extends to the Plaza de Valero

The story is also unique and as is most history, much more complex than we first believe. It is the history of the world renowned 1836 battle but also the Spanish settlement in the region, of the Native Americans both before and throughout this period and the settlers who came from the United States and around the world who fought to make Texas independent of Mexican control.

This project is unique and requires the highest caliber of exhibit design firms. There are unique aspects to this exhibit design project that include as follows:

- The interpretation of the church must be part of the exhibit plan. It also must be done with sensitivity and with consideration of throughput and maximum occupancy levels.

- The Long Barrack interpretation, with the new permanent exhibits in the museum, is a “clean canvas” for telling this broad story.
- The reclaimed site should be interpreted in a manner that brings to life the original construction without there being a physical manifestation of the historic structure.
- The goal of this new concept is to create a very special outdoor space (Alamo Plaza) of contemplation and reflection of this broad and diverse history and the sacrifice of those in the 1836 battle and the ideals for which they gave their lives. This is a story of a renowned historic event, and a unique culture.

#### 1.1.4. Public and visitor interface with the Alamo (Part 3.)

By removing all traffic and making the Alamo Plaza into a 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 and Alamo Street south to Commerce Street. 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.

The Comprehensive Interpretive Plan should also include the very best urban design concepts for a newly capture public space. This space is to replace the current public gathering area immediately in front of the church which will become an interpretive area. The plan should include landscape design ideas that make the Alamo Promenade, Plaza de Valero and other surrounding spaces among the most spectacular public spaces in the world. This should include creative ideas to define the historic Alamo Courtyard footprint and interpret the archaeology to be revealed according to the Master Plan.

#### 1.1.5. Visitor Research related to Interpretation Plan

Exhibits and interpretive experiences must be designed for the right audience and for the right marketplace.

This research should inform the Alamo as to the following questions:

- Who will come? (Presently 95% of the current Alamo visitors are from outside San Antonio.)
- What are the expectations of the current and future visitors?
- What experiences are most desired by the current visitors and targeted future visitor?
- What types of programs and content will increase the attendance and participation of San Antonio regional visitors?

#### 1.1.6. Visitor and Site Security

The GLO has contracted for a comprehensive security assessment of the proposed Master Plan and current operations. The Interpretive Plan must incorporate the management of visitors within the recommendations of this plan.

#### 1.1.7. Background –History of Alamo Development

The history of the Alamo Complex is intimately tied to the development of the City of San Antonio, which is one of the oldest cities in the United States and its seventh largest. The area's history begins with Native American occupation over 12,000 years ago, and related development and use as a Spanish Colonial mission known as Mission San Antonio de Valero beginning in 1724. The mission compound was arranged around a rectangular-shaped walled plaza, including a Church and Convento (now known as the Long Barrack) to the east, a gate building to the south, adobe Indian quarters to the west, and a boundary wall to the north. After the mission was secularized, it became a military garrison to protect Spanish colonial land from the French, and later served Mexican armies until the Texian forces occupied it during the famous 13-day siege in 1836.

After the Texas Revolution battle, the Alamo was used by the United States Army as a supply depot. During this period, San Antonio strengthened its role as a central location for market trading along the Camino Real, a road that connected San Antonio to the eastern edge of the Spanish territory in what is now known as Texas. Urbanization and commercial activity intensified around the Alamo during the 19<sup>th</sup> century with the construction of buildings that are now historic landmarks themselves. Some of these buildings, as well as city infrastructure, were built over segments of the original footprint of Mission San Antonio de Valero (see Exhibits A and B).

In 1883, the Church was acquired by State of Texas, and, along with the Long Barrack, was converted into a historic site in 1905. In the early twentieth century, additional commercial and residential properties were acquired and demolished to establish a contiguous 4.2-acre parcel containing the eastern most section of the historic mission boundaries, as well as additional area to the east. This property became operated as the Alamo historic site. In the 20<sup>th</sup> century, the Church and Long Barrack were modified, non-mission era buildings were demolished, a park-like sanctuary was created, and new buildings were constructed to support its operation. The Alamo Complex has since expanded beyond the contiguous parcel to include the Gallagher Building (723 E. Houston Street), Crockett Building (317-325 Alamo Plaza), 327-329 W. Alamo Plaza, and Woolworth Building (518-522 E. Houston Street), with the latter three buildings overlapping the original mission footprint on the west side of Alamo Plaza. These three buildings contain both leased and vacant space.

#### 1.1.8. Vision and Guiding Principles

There exists confusion regarding many of the Alamo's basic facts, including the boundaries of Mission San Antonio de Valero, and the site's depth of history. These issues, along with a desire for unified stewardship of the Alamo Complex and Alamo Plaza, form the basis of the Agreed Vision and Guiding Principles (see Exhibit B), which shall guide the redevelopment of the Interpretive Plan.

Alamo Plaza, in front of the Church, was part of the original mission grounds and is now bisected by city roads. Other mission boundaries now lay within late 19<sup>th</sup> and early 20<sup>th</sup> century buildings. Due to inadequate orientation and insufficient interpretation, visitors are not afforded the opportunity to fully grasp the original mission boundaries or the site's development history. Many visitors approach the historic site from the rear of the Alamo

Complex and believe that the 4.2 acre parcel matches the historic mission and battle boundaries. Existing pavement inlays, signage, and planter beds, intended to indicate the location of non-extant mission walls, are not obvious or understood without the help of a tour guide.

Additionally, over the last 20 years, perspectives on cultural identity and contextual history have evolved, allowing for a comprehensive and inclusive story using evidence-based research. While the 13-day battle at the Alamo in 1836 is clearly the best known and celebrated segment of history at the site, it is critical that multiple cultural perspectives and stories be presented so that members of the community and visitors alike can connect to the story of this historic location – as a Native American encampment, a Spanish Colonial Mission, a Tejano settlement, and as a public gathering place for commerce and cultural exchange.

#### 1.1.9. Interpretive Plan Requirements

1.1.9.1. Implementation of the Agreed Vision and Guiding Principles for the redevelopment of the Alamo Complex, Alamo Plaza, and the surrounding area;

1.1.9.2. Incorporation of the Key Concepts of the 2017 Alamo Master Plan;

A link to the Master Plan website: <https://reimaginethealamo.org/> ;

A link to the 98-page Synopsis which includes details and the budget;

<https://www.dropbox.com/sh/0h44o8fz1zesnp4/AABd5hpi-GYP0K1WooV-O2vEa?dl=0>

1.1.9.3. Incorporation of feedback from the Management Committee, Citizen’s Advisory Committee, Alamo Advisory Committee, and others, including identification of current needs and priorities;

1.1.9.4. Recommendations for revenue producing programs and enterprises to support the Alamo’s increased operating expenses;

1.1.9.5. Recommendations for physical design including recommendations on museum operations which includes: collection storage, library and research facilities, support for maintaining the plaza, grounds and facilities, parking of guests and visitors, visitor amenities, operations storage, security, and staff support;

1.1.9.6. Recommendations for an exceptional visitor experience, and space planning of compatible and supportive visitor related uses as appropriate;

1.1.9.7. Recommendations for physical design ideas for the recaptured Alamo Plaza, Plaza de Valero and Alamo Promenade to include delineation of the historic footprint and materials to be used.

1.1.9.8. Recommendations for connectivity, way-finding, from all directions and visitor orientation; both to and from the site to include connectivity to the other related sites

and cultural connections, e.g., San Fernando Cathedral, La Villita and the other missions.

1.1.9.9. Phased implementation plan with cost estimates to serve as a stand-alone blueprint for the next phase. This shall include development of a management model for unified and efficient leadership and oversight, and shall include incremental funding flexibility to encourage continued public and private sector investment and partnerships.

1.1.9.10. Other Interpretive Plan Related Requirements:

- ♣ If requested, manage future sub-consultants for exhibit design, exhibit construction, interpretation, and education, and integrate all team and sub-consultant components into combined drafts and final Interpretive Plan;
- ♣ Participate in presentations and meetings as requested by the AMPMC;
- ♣ Organize and facilitate a group of historians and a group of stakeholders interested in the interpretation of the Alamo. These groups will be vetted by the Master Plan Management Committee. Compile the results of these meetings to inform the eventual plan.
- ♣ Organize workshops with the Alamo, GLO and city staff incorporating their ideas and concerns into the plan.
- ♣ Lead planning workshops and presentations with the Management Committee, Citizen's Advisory Committee, Alamo Advisory Committee and others. Public engagement must include and extend beyond San Antonio given the international significance and tourism of the site;

1.1.9.11. The Interpretive Plan shall be consistent with the following standards and recommended approaches:

- ♣ Agreed Vision and Guiding Principles
- ♣ The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring and Reconstructing Historic Buildings.
- ♣ All work performed as a result or in pursuit of the requested Interpretive Plan must conform to applicable federal and state codes where feasible. The state-owned Alamo Complex is exempt from compliance with local codes, but some of the project will require compliance at with local the local level.
- ♣ The 2017 Master Plan.

1.1.9.12. Monthly Progress Report Requirement

The Provider must submit monthly progress reports to the Management Committee. The reports shall begin one month after the contract is executed, and end when the final report is approved. The reports shall indicate the current status of all phases of the project, any problems and projected resolutions, and expected completion date.

In addition, the Provider shall maintain regular contact with the AMPMC's representatives through whatever combination of telephone or electronic means is necessary to keep the Management Committee fully apprised of the progress being made, or any obstacles encountered, in the course of the project. Provider may also be asked to attend regular meetings of the AMPMC.

**1.2. CONTRACT AND TERM**

The Management Committee intends to award one contract for the services requested under this Solicitation. The contract will be between the GLO and the Provider, with oversight by the Management Committee.

Any contract resulting from this Solicitation shall be effective as of the date executed by the last party until a date to be determined. The GLO, in consultation with the AMPMC, at their own discretion, may extend any contract awarded pursuant to this Solicitation, subject to terms and conditions mutually agreeable to both parties.

**1.3. NO GUARANTEE OF VOLUME OR USAGE**

The AMPMC and GLO make no guarantee of volume or usage under any contract resulting from this Solicitation.

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## 2. ARTICLE II. ADMINISTRATIVE INFORMATION

### 2.1. SCHEDULE OF EVENTS

EVENT	DATE/TIME
Issue Solicitation	August 7, 2017
Optional Pre-Submittal Conferences	August 15-25, 2017
Deadline for Submitting Questions	August 21, 2017 @ 8:00 AM CDT
Addenda	August 25, 2016
<b>Deadline for Submission of Solicitation Responses</b>	<b>September 1, 2017 @ 3:00 PM Central Time</b>
Expected Notification to Shortlist	September 8, 2016
Shortlist Interviews in San Antonio	September 18-19, 2017
Selection, Award, and Contract Execution	September 22 – Oct 31, 2017
Expected Notice to Proceed	November 1, 2017
First Monthly Progress Report Due	December 1, 2017
Final Interpretive Plan (including Cost Estimate) Due	May 31, 2018
Expected Contract Expiration	August 31, 2018

**NOTE:** These dates represent a tentative schedule of events and may be changed with notice given only to firms which have indicated interest in this project.

### 2.2. INQUIRIES

#### 2.2.1. Contact

All requests, questions, or other communications about this Solicitation shall be made by email to Douglass McDonald, Founder, NGOgro, LLC contracted facilitator for the interpretive planning process, at the following email address: [doug@ngogro.com](mailto:doug@ngogro.com)

##### 2.2.1.1. Clarifications

The Management Committee will allow written requests for clarification of this Solicitation. Questions may be e-mailed to the point-of-contact listed in section above.

Respondents' names shall be removed from questions in the responses released.

Questions shall be submitted in the following format. Submissions that deviate from this format may not be accepted:

- Identifying Solicitation number
- Section number
- Paragraph number

- Page number
- Text of passage being questioned
- Question

NOTE: The deadline for submitting questions is noted in the Schedule of Events Section above. Please provide company name, address, phone number, e-mail address, and name of contact person when submitting questions.

#### 2.2.2. Responses

All accepted written questions will result in written responses. The Management Committee reserves the right, in its sole discretion, to send copies of responses to all potential Respondents via email.

#### 2.2.3. Prohibited Communications

On issuance of this Solicitation, except for the written inquires described in Section 2.2.1 above, the Management Committee, its representative(s), or partners, including the GLO, COSA and AE, will not answer questions or otherwise discuss the contents of this Solicitation with any potential Respondent or their representative(s). Attempts to ask questions by phone or in person will not be allowed or recognized as valid. Failure to observe this restriction may disqualify the Respondent. Respondent shall rely only on written statements issued through or by NGOgro LLC, the contracted facilitator for this project. This restriction does not preclude discussions between affected parties for the purposes of conducting business unrelated to this Solicitation.

#### 2.2.4. Pre-Submittal Conferences

Individual Pre-Submittal Conferences shall be held per the Schedule of Events. These Pre-Submittal Conferences shall be led by AE and COSA staff, and will consist of a walk-through tour of the state-owned Alamo Complex as well as the area largely defined as the Alamo Plaza Historic District. These Pre-Submittal Conferences shall be no longer than two hours. Respondents shall be permitted to ask oral questions of the AE and COSA staff during the Pre-Submittal Conferences. However, the Management Committee reserves the right, in its sole discretion, to share the responses to any such questions with all potential Respondents via email. Any oral responses provided by AE or COSA staff at the Pre-Submittal Conference shall be preliminary and shall not be official or binding on GLO, COSA or AE. Only written responses shall be official and all other forms of communication with any officer, employee, or agent of GLO, COSA or AE shall not be binding on GLO, COSA or AE.

Attendance at Pre-Submittal Conferences is optional but strongly encouraged. If you wish to schedule your individual Pre-Submittal Conference, please email Rachel Bell at [RachelBell@alamoendowment.org](mailto:RachelBell@alamoendowment.org) .

### 2.3. SOLICITATION RESPONSE COMPOSITION

#### 2.3.1.1. General

Respondent(s) shall submit an original Response marked "ORIGINAL", nine (9) copies, and one electronic copy submitted to: doug@ngogro.com The Original, copies and electronic submission shall include the documents requested in the last article of this Solicitation, the **Submission Checklist**. Failure to meet this condition may result in disqualification of the offer, and the Respondent(s) shall receive no further consideration. Respondent(s) shall prepare a Response that clearly and concisely represents its qualifications and capabilities under this Solicitation. Expensive bindings, colored displays, promotional materials, etc., are not necessary or desired. Respondent(s) should focus on the instructions and requirements of the Solicitation.

No fee proposal is required as part of the Response. Fee proposals will be negotiated with the Provider. If a reasonable fee cannot be negotiated, the Management Committee reserves the right, at its sole discretion, to select another Provider or re-open the solicitation process.

#### 2.3.1.2. Discrepancies

If discrepancies are found among copies of the Solicitation Response, the "ORIGINAL" will be the basis for resolving any discrepancies. If Respondent fails to designate an "ORIGINAL," the Management Committee may reject the Solicitation Response, or in its sole discretion may select a copy to be used as the original.

#### 2.3.1.3. Solicitation Response Format

For ease of evaluation, the Solicitation Response shall be presented in a format that corresponds to, and references sections outlined within, this Solicitation and shall be presented in the same order. Responses to each section and subsection shall be labeled clearly to indicate the item being addressed. Exceptions to this will be considered during the evaluation process.

#### 2.3.1.4. Supporting Documentation

Solicitation Responses should be formatted as follows: 8 ½" x 11" paper, and 12-pitch font size. If complete responses cannot be provided without referencing supporting documentation, such documentation must be provided with the Solicitation Response, with specific references made to the tab, page, section, and/or paragraph where the supporting information can be found.

### 2.4. SOLICITATION RESPONSE SUBMISSION AND DELIVERY

#### 2.4.1. Deadline

Solicitation Responses must be received at the address specified in this document and time-stamped no later than as specified in Schedule of Events Section. Respondents may submit their Solicitation Responses any time prior to that deadline.

NOTE: A US Postal Service (USPS) postmark or round validation stamp; a mail receipt with the date of mailing stamped by the USPS; a dated shipping label, invoice, or receipt from a commercial carrier; or any other documentation in lieu of the on-site time stamp WILL NOT be accepted.

#### 2.4.2. Labeling

Solicitation Responses shall be placed in a sealed envelope or box and clearly labeled as follows:

**PROJECT NAME: Alamo Interpretive Plan**

**SUBMISSION DEADLINE: September 1, 2017**

The Alamo Plaza Master Plan Management Committee will not be held responsible for Solicitation Response envelopes mishandled as a result of being improperly prepared. It is Respondent's responsibility to mark appropriately and deliver the Solicitation Response to NCOgro by the specified date and time.

#### 2.4.3. Delivery

Respondent must deliver Solicitation Responses by U.S. Postal Services, overnight/express mail, or hand delivery to:

Douglass McDonald  
The Alamo  
321 Alamo Plaza, Suite 200  
San Antonio, TX · 78205

#### 2.4.4. Alterations, Modifications, and Withdrawals

Solicitation Responses may be modified, altered, or withdrawn by written notice, provided such notice is received prior to the opening of the Solicitation Response.

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### **3. ARTICLE III. REQUIRED RESPONDENT INFORMATION**

#### **3.1. TEAM APPROACH AND EXPERIENCE**

Respondent must provide satisfactory evidence of its ability to manage and coordinate the types of activities described in this Solicitation and to produce the specified products and services on time. To that end, Respondent must provide the following information:

- 3.1.1. Narrative explaining why Respondent is qualified to provide the services enumerated in Article I, focusing on its team's key strengths and competitive advantages.
- 3.1.2. Narrative to include an outline of the team's approach to the project and demonstration of understanding of the Interpretive Plan project;
- 3.1.3. Initial vision for the Alamo Complex and Alamo Plaza either in narrative and/or sketch form;
- 3.1.4. Information on team members including list of team members, biographical information, availability, anticipated roles and responsibilities for the Interpretive Plan, and confirmation that individual team members will remain the same for the duration of the project.
- 3.1.5. Information on museum, historic site or attraction visitor experience design within the last 10 years including project names and dates, team members involved, and the role of team members in each project;
- 3.1.6. Information on urban planning experience, including project names and dates, team members involved, and the role of team members in each project;
- 3.1.7. Listing of other professional and technical consultants likely to be engaged for the delivery of services;
- 3.1.8. Proposed work plan including schedule for completion;
- 3.1.9. Recommendations for potential sub-consultants related to interpretation and education, urban design and revitalization, including information on how the Respondent team would coordinate the production of the interpretive plan with the sub-consultants, and sample projects including project names and dates in which the Respondent team successfully worked with the potential sub-consultant, and a rationale for their selection, and;
- 3.1.10. Example Interpretive Plans showing experience relevant to the Alamo Master Plan project.

#### **3.2. COMPANY PROFILE**

Provide a company profile to include:

- 3.2.1. The company ownership structure (corporation, partnership, LLC, or sole proprietorship), including any wholly-owned subsidiaries, affiliated companies, or joint ventures. *(Please provide this information in a narrative and as a graphical representation.)* If Respondent is an Affiliate of, or has a joint venture or strategic alliance with, another company, please identify the percentage of ownership and the percentage of the parent's ownership. Finally, please provide your proposed operating structure for the services requested under this Solicitation and which entities (i.e. parent company, Affiliate, Joint Venture, subcontractor) will be performing them;
- 3.2.2. The year the company was founded and/or incorporated. If incorporated, please indicate the state where the company is incorporated and the date of incorporation;
- 3.2.3. The location of your company headquarters and any field office(s) that may provide services for any resulting contract under this Solicitation, including subcontractors;
- 3.2.4. The number of employees in your company, both locally and nationally, and the location(s) from which employees may be assigned;
- 3.2.5. The name, title, mailing address, e-mail address, telephone number, and fax number of Respondent's point of contact for any resulting contract under this Solicitation; and
- 3.2.6. Indicate whether your company has ever been engaged under a contract by any Texas state agency. If "Yes," specify when, for what duties, and for which agency.

NOTE: If Respondent is an out-of-state company, a Certificate of Authority from the Secretary of State to do business in Texas must be provided before contract award.

### **3.3. REFERENCES**

- 3.3.1. Respondent shall provide a list of comparable projects performed (current and within the past 10 years.) Respondent shall also provide a minimum of five (5) references from similar projects performed, preferably for state and/or local government entities, within the last five (5) years. Respondent must verify current contacts. Information provided shall include:
  - 3.3.2. Client name;
  - 3.3.3. Project description;
  - 3.3.4. Total dollar amount of project;
  - 3.3.5. Key staff assigned to the referenced project that will be designated for work under this Solicitation; and
  - 3.3.6. Client project manager name, telephone number, and e-mail address.

NOTE: Please include one (1) extra copy of References and place, unbound, at the back of the Solicitation Response. References may be checked by phone or e-mail. Respondents who do not provide accurate contact information waive the right to have those references considered in the evaluation of their Solicitation Response.

### **3.4. MAJOR SUBCONTRACTOR INFORMATION**

Respondent must identify any major subcontractors whom Respondent intends to utilize in performing fifteen percent (15%) or more of the Project. Respondent must indicate whether or not Respondent holds any financial interest in any major subcontractor. It may be required as a condition of award that an authorized officer or agent of each proposed major subcontractor sign a statement to the effect that the subcontractor has read, and will agree to abide by, Respondent's obligations under any contract awarded pursuant to this Solicitation.

### **3.5. LITIGATION HISTORY**

Respondent must include in its Solicitation Response a complete disclosure of any alleged or significant contractual failures. In addition, Respondent must disclose any civil or criminal litigation or investigation pending over the last three (3) years that involves Respondent or in which Respondent has been judged guilty or liable. Failure to comply with the terms of this provision may disqualify any Respondent. Solicitation Response may be rejected based upon Respondent's prior history with the State of Texas or with any other party that demonstrates, without limitation, unsatisfactory performance, adversarial or contentious demeanor, or significant failure(s) to meet contractual obligations.

### **3.6. GENERAL AFFIRMATIONS AND SOLICITATION ACCEPTANCE**

Respondents must execute Affirmations and Solicitation Acceptance (Exhibit D), and complete other items listed on the submission checklist to be considered.

### **3.7. HISTORICALLY UNDERUTILIZED BUSINESS (HUB)**

In accordance with State law, it is the GLO's policy to assist Historically Underutilized Businesses (HUB) whenever possible, to participate in providing goods and services to the agency. The GLO encourages those Respondents with whom it contracts for the provision of goods and services to adhere to this same philosophy in selecting subcontractors to assist in fulfilling their obligations with the GLO. Additionally, the GLO encourages the Respondents it contracts with to partner with certified HUBs that participate in the Comptroller's Mentor Protégé Program.

The Respondent is required to submit a HUB Letter of Intent with their Solicitation Response, as attached in **Exhibit C**, to be considered responsive to this Solicitation. NOTE: Solicitation Responses are subject to the Texas Public Information Act, Chapter 552 of the Texas Government Code and will be withheld from or released to the public only in accordance therewith.

### **3.8. CONFLICTS**

Respondent must disclose any potential conflict of interest it may have in providing the services described in this Solicitation, including all existing or prior arrangements. Please include any activities of affiliated or parent organizations and individuals who may be assigned to manage this account.

### **3.9. DUN AND BRADSTREET REPORT**

Respondents with a Dun and Bradstreet number must include a Comprehensive Insight Plus Report, Business Information Report or Credit eValuator Report with their Solicitation Response.

### **3.10. ANNUAL REPORT**

3.10.1. Respondent shall submit an annual report, which must include:

3.10.1.1. Last two (2) years of audited financial statements;

3.10.1.2. If applicable, last two (2) years of consolidated statements for any holding companies or affiliates;

3.10.1.3. An un-audited financial statement of the most recent quarter of operation; and

3.10.1.4. A full disclosure of any events, liabilities, or contingent liabilities that could affect Respondent's financial ability to perform this contract.

3.10.2. If Respondent is unable to provide the annual report specified above, Respondent may, at the discretion of the Management Committee, provide the following annual report:

3.10.2.1. Last two (2) years of un-audited financial statements;

3.10.2.2. An un-audited financial statement of the most recent quarter of operation; and

3.10.2.3. A full disclosure of any events, liabilities, or contingent liabilities that could affect Respondent's financial ability to perform this contract.

NOTE: Solicitation Responses are subject to the Texas Public Information Act, Chapter 552 of the Texas Government Code, and will be withheld from or released to the public only in accordance therewith.

## **4. ARTICLE IV. SOLICITATION RESPONSE EVALUATION AND AWARD PROCESS**

#### **4.1. EVALUATION CRITERIA**

##### **4.1.1. Conformance with State Law**

This Solicitation is being issued, and Solicitation Responses shall be evaluated, in accordance with Texas law, including, without limitation, Chapter 31, Subchapter I of the Texas Natural Resources Code, which exempts the GLO from complying with state purchasing laws in carrying out its powers and duties relating to the Alamo Complex. Solicitation Responses should not include any information regarding respondent's fees, pricing, or other compensation.

##### **4.1.2. Minimum Qualifications**

Respondents must meet the minimum qualifications listed below. Furthermore, Solicitation Responses that appear unrealistic in terms of technical commitment, that show a lack of technical competence, or that indicate a failure to comprehend the risk and complexity of a potential contract may be rejected.

- Respondents shall have demonstrated experience in completing a Interpretive Plan as described in Article I;
- Respondents shall have demonstrated experience on historic structures and site planning, particularly including National Historic Landmarks and preferably World Heritage sites;
- Respondents must be financially solvent and adequately capitalized, and;
- Respondents must carry, or have the ability to carry, professional liability insurance.

##### **4.1.3. Vendor Performance Review**

The Management Committee may review the Texas Comptroller of Public Accounts Vendor Performance Tracking System to verify vendor performance on other State contracts, if available. The Management Committee may also review internally generated vendor performance reports for vendors that have recently done work for the GLO. The evaluation committee may utilize this information to:

- Identify vendors that have exceptional performance;
- Aid in making a best value determination based on vendor past performance;
- Protect the state from vendors with unethical business practices.

NOTE: In order to clarify any response, the Solicitation evaluation committee may contact references provided in response to this Solicitation, contact Respondent's clients, or solicit information from any available source concerning any aspect of the Solicitation deemed pertinent to the evaluation process.

#### **4.2. SHORT LIST**

The Management Committee expects to make an initial evaluation of the Solicitation Responses to develop a short list of finalists. However, the Management Committee is not obligated to

develop this list. If a list is developed, all Respondents will be notified in writing, whether or not they are finalists.

#### **4.3. ORAL PRESENTATION**

The Management Committee will require an oral presentation from Respondents that are short listed based on the Schedule given in section 1.5. Respondents will be provided with advance notice of any such oral presentation per the Schedule, and are responsible for their own presentation equipment and travel arrangements. Selected short list Respondents are expected to present their initial vision for the project area as part of their oral presentation.

Failure to participate in the oral presentation may eliminate a Respondent from further consideration. The Management Committee and its representative or partners are not responsible for any costs incurred by the Respondent in preparation for the oral presentation.

#### **4.4. CONTRACT AWARD**

It is the intent of the Management Committee to award one contract under this Solicitation. An award notice will be sent to the selected Respondent. The contract will be made between the GLO and selected Respondent, and any award is contingent upon the successful negotiation of final contract terms and upon approval of the Chief Clerk of the GLO.

It is expected that the contract could be amended to include specialists in interpretation and education, and economic development and revitalization once sub-consultant firms are selected and fees and contract terms are agreed to by all parties.

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## 5. ARTICLE V. TERMS, CONDITIONS AND EXCEPTIONS

### 5.1. TERMS

- 5.1.1. "1936 Garden" means the area that is identified on the eastern portion of the Alamo Complex that is surrounded by a rock wall, and which is often misidentified as part of the historic mission footprint.
- 5.1.2. "Affiliate" means any individual or entity that, directly or indirectly, is in control of, is controlled by, or is under common control with, Respondent. Respondent shall be deemed to control another entity if either possesses, directly or indirectly, the power to direct or cause the direction of the management and policies of the other entity, whether through the ownership of voting securities, membership interests, by contract, or otherwise.
- 5.1.3. "Alamo Complex" means the sum of the state-owned properties including and adjacent to the historic mission boundaries.
- 5.1.4. "AE" means the non-profit Alamo Endowment.
- 5.1.5. "CFR" means Code of Federal Regulations, the codification of the general and permanent rules published in the Federal Register by the departments and agencies of the Federal Government produced by the Office of the Federal Register (OFR) and the Government Publishing Office.
- 5.1.6. "COSA" means the City of San Antonio.
- 5.1.7. "GLO" means the General Land Office.
- 5.1.8. "HUB" means Historically Underutilized Business as defined by Chapter 2161 of the Texas Government Code.
- 5.1.9. "AMPMC" and "Management Committee" means a group of six voting members providing day-to-day oversight of the Interpretive Plan, including two representatives from each the Texas General Land Office, the City of San Antonio, and the Alamo Endowment Board.
- 5.1.10. "Project" means the work solicited under this solicitation, Professional Services for the Completion of an Interpretive Plan for the Alamo Plaza Historic District in San Antonio, Texas.
- 5.1.11. "Provider" means the Respondent awarded a contract under this Solicitation.
- 5.1.12. "Respondent" means the entity responding to this Solicitation.
- 5.1.13. "Solicitation" means this request for responses to produce an Interpretive Plan.

5.1.14. "Solicitation Response" means the Respondent's entire response to this Solicitation, including all documents requested in Sections III and V.

5.1.15. "State" means the State of Texas and any state agency; the GLO or state agency identified in this Solicitation, its officers, employees, or authorized agents.

## **5.2. GENERAL CONDITIONS**

### **5.2.1. Amendment or Withdrawal**

The Management Committee reserves the right to alter, amend, or modify any provision of this Solicitation, or to withdraw this Solicitation, at any time prior to the award, if it is in the best interest of the Management Committee. This Solicitation does not commit the Management Committee, GLO, COSA and/or AE to enter into a contract or award any services related to this Solicitation, nor does it obligate the Management Committee, GLO, COSA and/or AE to pay any costs incurred in preparation or submission of a response or in anticipation of a contract.

### **5.2.2. Alternate Team Members**

The Management Committee reserves the right to request alternate team members as part of both the main respondent team and the sub-consultant teams.

### **5.2.3. Informalities**

The Management Committee reserves the right to waive minor informalities and irregularities in any Solicitation Response received.

### **5.2.4. Rejection**

The Management Committee reserves the right to reject any or all Solicitation Responses received prior to contract award.

### **5.2.5. Irregularities**

Any irregularities or lack of clarity in this Solicitation should be brought to the attention of the point-of-contact listed in RFQ as soon as possible, so that corrective addenda may be furnished to prospective Respondents.

### **5.2.6. Open Records**

The original copy of each Solicitation Response shall be retained in the official files of the GLO as a public record. Solicitation Responses and all other documents associated with this Solicitation will be withheld or released upon written request only in accordance with the Public Information Act (PIA) of the Texas Government Code.

To the extent that a Respondent wishes to prevent the disclosure of portions of its Solicitation Response to the public, Respondent shall be responsible for demonstrating the applicability of

any exception to disclosure provided under the PIA in accordance with the procedures prescribed by the PIA. Respondent may clearly label individual documents “confidential” or “trade secret” to demonstrate that it believes certain information is exempted from disclosure and may be legally withheld from the public. Respondent thereby agrees to indemnify and defend the GLO for honoring such a designation. The failure of Respondent to clearly label such documents shall constitute a complete waiver of any and all claims for damages caused by the GLO’s release of these records.

#### 5.2.7. Contract Responsibility

The Management Committee and GLO will look solely to Respondent for the performance of all contractual obligations that may result from an award based on this Solicitation. Respondent shall not be relieved of its obligations for any nonperformance by its subcontractors.

#### 5.2.8. Public Disclosure

Respondent will not advertise that it is doing business with the Management Committee or GLO or use a contract resulting from this Solicitation as a marketing or sales tool without prior written consent of the Management Committee and GLO. Furthermore, Respondent may not distribute or disclose this Solicitation to any other vendors or companies without permission from the Management Committee.

### 5.3. INSURANCE

For the duration of any contract resulting from this Solicitation, Respondent shall acquire Professional Liability (Errors & Omissions) insurance with financially sound and reputable independent insurers, with limits of not less than \$1,000,000 each occurrence, \$2,000,000 aggregate.

For services performed on the Alamo Complex, the Provider shall acquire the following insurance:

- |   |   |
|---|---|
| - Worker’s Compensation                 | Statutory Limits                                      |
| - Employer’s Liability                  |   |
| - Bodily Injury by Accident             | \$1,000,000 each accident                             |
| - Bodily Injury by Disease              | \$1,000,000 each employee                             |
| - Bodily Injury by Disease              | \$1,000,000 policy limit                              |
| - Commercial General Liability          | \$1,000,000 each occurrence;<br>\$2,000,000 aggregate |
| - Business Auto Liability; Single Limit | \$1,000,000 each occurrence                           |

Work on the contract shall not begin until after Respondent has submitted acceptable evidence of insurance. Failure to maintain insurance coverage or acceptable alternative methods of insurance shall be deemed a breach of contract.

#### **5.4. CONTRACT AND EXCEPTIONS**

Execution of **Exhibit D** of this Solicitation shall constitute an agreement to all terms and conditions specified in this Solicitation, except such terms and conditions as Respondent expressly excludes. Exceptions will be taken into consideration as part of the evaluation process.

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**6. ARTICLE VI. SUBMISSION CHECKLIST**

This checklist is provided for Respondent’s convenience only and identifies documents that must be submitted with this Solicitation in order to be considered responsive. Any Solicitation Responses received without these requisite documents may be deemed nonresponsive and may not be considered for contract award.

**DOCUMENTS TO BE SUBMITTED WITH SOLICITATION RESPONSE**

The “ORIGINAL” Solicitation Response plus nine (9) copies, and an electronic version, including the following:

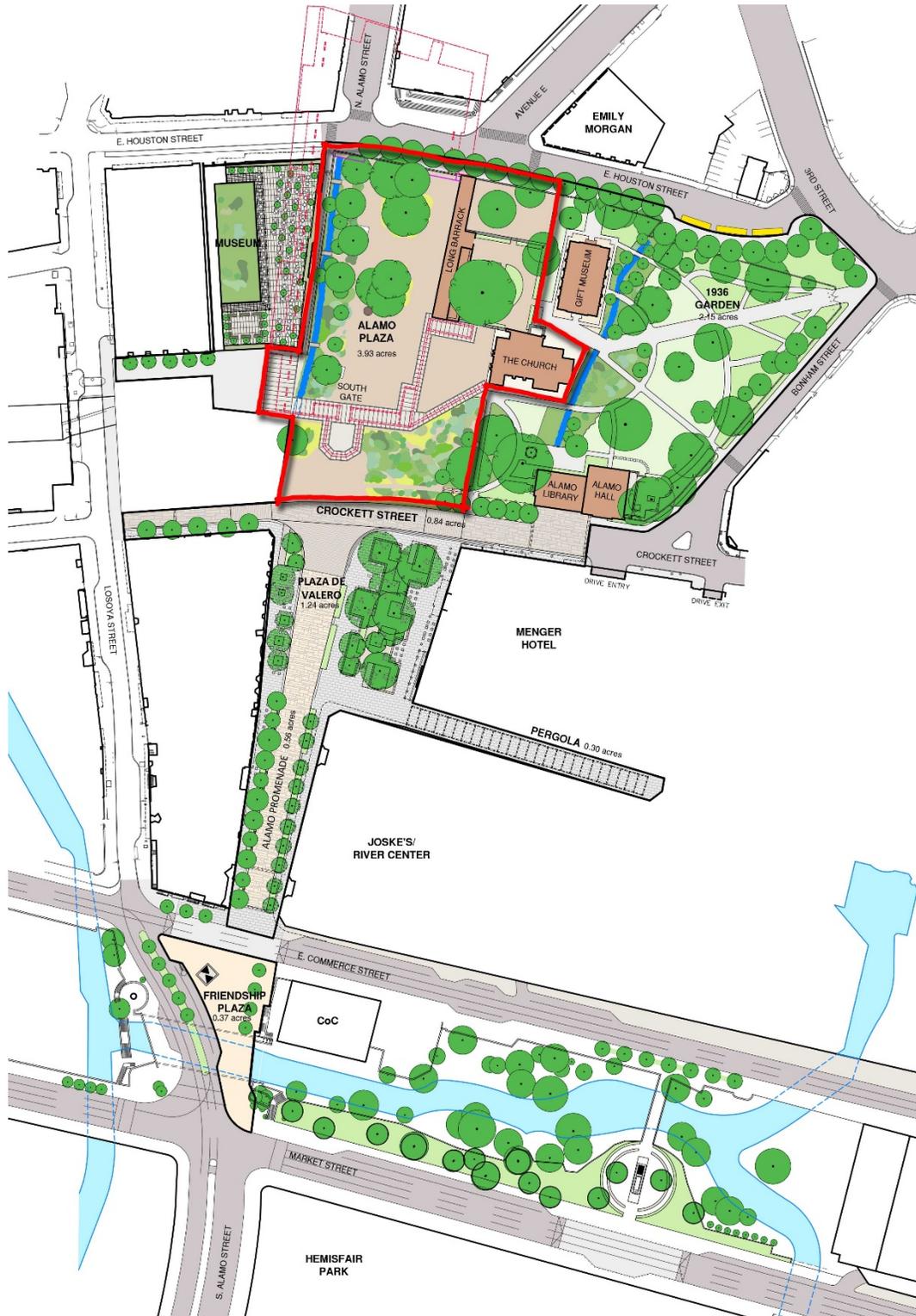
- 1. Team Vision & Experience \_\_\_\_\_
- 2. Company Information \_\_\_\_\_
- 3. References \_\_\_\_\_  
Include one (1) additional copy, unbound, at the back of Solicitation Response.
- 4. Major Subcontractor Information (if applicable) \_\_\_\_\_
- 5. Litigation History \_\_\_\_\_
- 6. General Affirmations (completed and signed) \_\_\_\_\_
- 7. Conflict Disclosure \_\_\_\_\_
- 8. Dun & Bradstreet Report \_\_\_\_\_
- 9. Annual Report \_\_\_\_\_

Additional Documents:

- 10. Example (electronic) Interpretive Plan \_\_\_\_\_
- 11. HUB Letter of Intent \_\_\_\_\_  
Include one original and one copy, both separately bound from the Solicitation Response.

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**EXHIBIT A. PROJECT BOUNDARIES**



**EXHIBIT B. AGREED VISION & GUIDING PRINCIPLES**  
**Alamo Area Experience Plan Update**

Vision

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

Guiding Principles

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

Themes and Goals

The Alamo Plaza Advisory Committee has reviewed and updated the 1994 Alamo Plaza Study Committee's Report and recommends the following updates to the 1994 themes and goals for the Alamo area experience. The themes are based on the research that has been conducted as well as the recommended Vision and Guiding Principles for the Alamo area experience.

Each of the four themes is followed by Primary and Secondary goals that will be included in the overall program planning for the plaza.

**Primary (Impact)**

1. Include a document that gives the background information on the more than 300 years of history of the Alamo Plaza site.
2. Create a glossary of terms for common reference.

3. Create a unified foundation or organization for the management of the public (city, state, federal) and private interests of the Alamo area experience.
4. Develop a Master Plan and an Interpretive Plan.
5. Develop Physical, Interpretive, Implementation, and Management and Investment Plans as part of the Alamo area experience Master Plan. Update scholarship and technology regularly through the Interpretive Plan every 5 years.
6. Develop and implement an integrated and coordinated way finding, interpretive, and directional signage plan for the Alamo area experience and the Alamo Plaza Historic District. Interpret the Alamo so visitors understand its location on the battlefield.
7. Include strict guidelines in the Interpretive Plan for appropriate experiences as part of the overall Alamo area experience; address street preachers, food and other vendors, street performers, living history interpreters and special events to ensure high quality visitor experiences.
8. Develop and implement a comprehensive transportation, circulation, and parking plan to accommodate accessibility while exerting minimal negative impact on the visitor experience in the Alamo area.
9. Provide an exceptional visitor experience while considering all points of view and a comprehensive interpretation of the Alamo area.
10. Consider the World Heritage Site nomination and designation. Be sure the Alamo area experience Master Plan recommendations do not jeopardize the process and potential designation.

### **Secondary (Long-term Strategy)**

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

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

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

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

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

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

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

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

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

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

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

- b) Define and provide context for:
- Definition of the Military Plan
  - define the terms Spanish, Mexican, Tejano, Bexareño, Texian
  - who is identified as Mexican
  - secularization fostered Mestizos/ Mestizaje
  - the first families of the area

- Spanish colonization that brought converging goals of church and crown – building missions, churches and schools
- establishment of civil governments
- the role of slavery
- establishment of Spanish archives to file their deed records and wills
- protection for the missions with the establishment of the Presidios, establishment of law and order in the region
- Porciones (define land measurements by today’s standards)
- new techniques of farming, raising cattle and horses, the impact of clearing large areas of brush and trees to establish farming land
- introduction of domesticated animals (cattle, sheep, goats, hogs, chickens, oxen)
- the Spanish way to trade, traded with Spanish money
- introduction of a new language
- changes and influences regarding architectural styles
- built roads
- made carts and wagons to haul products
- established new businesses and stores
- the San Antonio River for drinking water, washing clothes, acequias to channel water for animals and farm land
- impact of new diseases, small pox and other diseases
- hospitals and new medicine

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

- a) From Spanish to Mexican and American Texas
  - recognize the founder of San Antonio—Fray Antonio de San Buenaventura y Olivares
  - Spanish Mission secularization
  - San Antonio society in transformation-mission to presidio to town to now a city
  - Mexico’s immigration policy
  - Tejano, Italian, Irish, German -united by the common Catholic religion
  - include the influence of slavery on the coming revolution
- b) San Antonio and the Mexican War of Independence
  - the De las Casas Revolt
- c) San Antonio and the Texas Revolution
  - the Westward Movement (economic links to the US)
  - confidence in US support-money, arms and volunteers
  - the rise of Centralist power (cutting ties with US)
  - civil war becomes revolution (from autonomy and self-determination to independence)

- d) United States policy
  - Manifest Destiny
  - Monroe Doctrine
  - Andrew Jackson and the west
  - Southern designs for Texas, the expansion of slavery
  - problems with Annexation in 1836
  - President James A. Polk designs for California
  
- e) Westward movement of the diverse immigrants to America
  - population growth
  - immigration—include the range of diverse groups
  - German, Italian and Mexican settlers came together as Catholics
  - farmers growing crops
  - links to active national and international market
  - governmental support
  - Louisiana Purchase
  - Northwest Ordinance
  - US policy of removal of Native Americans
  
- f) The diversity the Texians and the American settlers brought:
  - new languages
  - new ideas on how to farm
  - new religions
  - banking industry
  - new politics
  - new money
  - new English laws
  - new streets
  - new ways of transportation
  - new businesses
  - better water systems inside the home
  - new record keeping, court records
  - established factories, industry
  - new food items
  - city parks and recreation
  - new schools
  - better protection from pollution for the river
  - new voting system
  - demolished old buildings and built new ones
  - installed paved sidewalks

**THEME B: Tell the story of the 1836 Battle of the Alamo**

Goal 1. Present the politics of the Texas Revolution

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

a) The political factions to explore are:

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

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

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

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

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

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

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

- a) the fight for self-determination, self-preservation and self-rule
- b) Pueblo San Antonio de Valero is transformed from an agrarian community to a military garrison as the area residents are literally pushed out from around the Alamo Compound and surrounding area
- c) communities of Villa de Béjar and Pueblo de Valero at the outbreak of the Texas Revolution
- d) early battles in and around Bexar County at Mission Concepción, the Grass Fight and the Siege of Béjar from October to December of 1835

- e) Alamo Compound transformed from an abandoned mission, community plaza, and cemetery to a fortified military site
- f) Mexican Army fortification of the Alamo compound and immediate area before and during Siege of Béjar
- g) Continuation of military improvements under Col. James Neill (December 1835 through February 1836)
- h) The 1836 Alamo Battlefield
- i) defenders' artillery emplacements within the Alamo Compound
- j) defenders' primary and secondary defensive positions
- k) Mexican Artillery emplacements around the Alamo Compound
- l) Mexican Infantry staging area
- m) Mexican Cavalry positions
- n) Mexican Reserves
- o) Mexican battle logistics and order of the day
- p) Mexican assault routes by commands
- q) known sites where individuals died (primary source materials or evidence-based)
- r) surviving Alamo Garrison combatants
- s) surviving Alamo Garrison non-combatants
- t) Mexican impressions of the assault by participants
- u) recollections of local eyewitnesses (from primary source materials)
- v) The Battle in Retrospect
- w) casualties: inside and outside the Alamo walls
- x) Mexican Army of Operations in Texas: tactics and objectives after the fall of the Alamo
- y) memorializing the Battle: the Fall of the Alamo becomes a battle cry
- z) evidence-based interpretation, incorporating ongoing research and scholarship
- aa) interpreting the Battle of the Alamo in the context of demographics and with cultural sensitivity
- bb) background on the political implications of the struggle and the sacrifice by Alamo defenders, Mexican soldiers, Tejanos, Bexareños, the enslaved and freedmen and others affected by the battle

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

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

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

- a) Tell the story of the Battle of 1813 and how it set the stage for the 1835/36 revolution and the Alamo story. Include the story of the people living in the area who did not participate in the 1836

battle and why. Include the background story of the Companias Volantes, expand story of Tejanos supporting revolution, the Volunteer Army of Texas and the Mexican Army of Operations in Texas.

- provide context for visitors to understand the daily lives of volunteers, soldiers and camp followers, including uniforms, equipment, food, music and medicine
- interpret the Mexican pioneer story, present the point of view of Mexico and what the revolution and battles meant from the Mexican perspective
- provide evidence-based content and context for role of the women and children as eyewitnesses
- provide evidence-based content and context for the role of the African Texans as eyewitnesses, combatants and non-combatants
- include Alamo survivors and their roles as combatants and/or couriers
- include the Texian Army in February and March of 1836 as it relates to possible reinforcements, supplies and communications

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

- a) visitors of all ages will understand the impact of participation and the reaction of the local population of Béjar and the surrounding area to the Texas Revolution and the Battle of the Alamo
- b) provide context and interpretation for the following:
- c) What did Tejanos/Native Americans stand to lose ecologically, socially, and culturally? What was the impact on the enslaved and freedmen population?
- d) the emotional impact of the fall of the Alamo as reflected through correspondence, journalistic accounts, military and government reports on both sides
- e) the impact of the fall of the Alamo as it motivated many volunteers to enlist
- f) the political impact in the 19<sup>th</sup> and 20<sup>th</sup> century of the fall of the Alamo as it set the stage for the US-Mexico War and acquisition of the Southwest US
- g) the Alamo Compound as an early tourist attraction
- h) the creation of the Alamo myths

Goal 6. Examine the role and influence of slavery

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

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

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

- Mexican Americans
- Americans

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

- a) Native Americans who lived in the area
- b) the Missionary and Indian led Settlement
- c) Pueblo San Antonio de Valero
- d) Tejanos, Bexareños, Texians
- e) Spanish Military
- f) Mexican Military
- g) American Military
- h) the enslaved and freedmen

- a) Along with information on those that died at the Battle of the Alamo, interpretive information will include:
  - the traditional location for cemeteries was in front of the church, the Campo Santo was in front of the existing Alamo church and was originally used by the Coahuiltecan Bands, Coco, Karankawa, Apache, Comanche and other Native Americans subsequently buried at Mission San Antonio de Valero
  - the identification, protection, preservation and the story behind the Campo Santo— include death rites, location and time of the burials and identity of those buried there
  - the significance and importance to the story of the Canon law-- that non-Catholics could not be buried in a Campo Santo

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

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

- a) Include:
- b) the Yanaguana/pre-mission period
- c) Mission Period (1718 -1794)
- d) secularization of the mission, shops opened in the structures of the west and south sides of the Plaza
- e) evolution and expansion of the civil settlement
- f) related sites and features such as: the Campo Santos, La Villita, the Camino Real, ranching, farming, acequias, the barrios to the north and south, the Barrio de Valero and Laredito
- g) Tejanos: 1813 --first Independent Texas, discuss Tejanos self-determination need for freedom and independence
- h) Spanish Military Period (1801-1821)
- i) Mexican Military Period (1821-1836)

- j) Republic of Texas Period (1836-1845) Include Tejano families living outside the walls in the story of the Alamo
- k) American Military Period (1845-1880)
- l) the Civil War Period (1861 -1865)
- m) the beginning of urbanization (1880-1900)
- n) involvement of governmental, historical and preservation organizations: Texas State Historical Association, General Land Office, Texas Historical Commission, Camino Real de las Tejas Association and the Daughters of the Republic of Texas
- o) a respectful gateway to the Alamo site

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

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

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

**EXHIBIT C: HUB LETTER OF INTENT**

(BUSINESS LETTERHEAD)

(Date)

Commissioner George P. Bush  
Texas General Land Office  
P.O. Box 12873  
Austin, Texas 78711

RE: Alamo Interpretive Plan Solicitation; GLO Solicitation No. X0013289

Dear Commissioner Bush:

I am pleased to submit this Letter of Intent as an integral part of our Response in connection with the referenced Solicitation.

I understand the General Land Office's policy on utilization of Historically Underutilized Businesses (HUBs). This letter signifies our intent to use a good-faith effort to utilize HUBs in the development of a HUB Plan if awarded a contract under this Solicitation.

Sincerely,

(Signature)  
(Printed Name)  
(Printed Title)  
(Telephone Number)

**EXHIBIT D: AFFIRMATIONS AND SOLICITATION ACCEPTANCE**

## GENERAL AFFIRMATIONS AND SOLICITATION ACCEPTANCE

Execution of this **Exhibit D**, shall constitute an agreement to all terms and conditions specified in the Solicitation, including, without limitation, **Exhibit D** and all terms and conditions therein, except such terms and conditions that the Respondent expressly excludes. Failure to sign this **Exhibit D** or signing it with a false statement shall void the submitted Solicitation Response and/or any resulting contracts. Respondent agrees without exception to the following general affirmations and acknowledges that any contract resulting from this Solicitation may be terminated and payment withheld if any of the following affirmations or certifications are inaccurate:

1. All statements and information prepared and submitted in the response to this Solicitation are current, complete, and accurate.
2. The Respondent has not given, offered to give, nor intends to give at anytime hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted Solicitation Response.
3. Section 2155.004 of the Texas Government Code prohibits the GLO from awarding a contract that includes proposed financial participation by a person who received compensation from the GLO to participate in preparing the specifications or request for proposals on which the contract is based. Under Section 2155.004, Government Code, the vendor [Respondent] certifies that the individual or business entity named in this bid or contract [Solicitation Response] is not ineligible to receive any contract resulting from this Solicitation.
4. Under the Texas Family Code, Section 231.006, a child support obligor who is more than 30 days delinquent in paying child support and a business entity in which the obligor is a sole proprietor, partner, shareholder, or owner with an ownership interest of at least 25 percent is not eligible to receive payments from state funds under a contract to provide property, materials, or services. Under Section 231.006, Texas Family Code, the vendor or applicant [Respondent] certifies that the individual or business entity named in this contract, bid, or application [Solicitation Response] is not ineligible to receive the specified grant, loan, or payment. The Solicitation Response must include the name and social security number of any individual or sole proprietor and each partner, shareholder, or owner with an ownership interest of at least 25 percent of the business entity submitting the bid or application. This information must be provided prior to execution of any offer.
5. The GLO is federally mandated to adhere to the directions provided in the President's Executive Order (EO) 13224, blocking property and prohibiting transactions with persons who commit, threaten to commit, or support terrorism and any subsequent changes made to it. The GLO will cross-reference Respondents/vendors with the federal System for Award Management (<https://www.sam.gov/>), which includes the United States Treasury's Office of Foreign Assets Control (OFAC) Specially Designated National (SDN) list. Respondent certifies: 1) that the responding entity and its principals are eligible to participate in this transaction and have not been subjected to suspension, debarment, or similar ineligibility determined by any federal, state, or local governmental entity; 2) that Respondent is in compliance with the State of Texas statutes and rules relating to procurement; and 3) that Respondent is not listed on the federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for federal procurement are listed at <https://www.sam.gov/>. This provision shall be included in its entirety in Respondents' subcontracts.
6. Respondent agrees that any payments due under any contract resulting from this Solicitation will be applied towards any debt, including, but not limited to, delinquent taxes and child support Respondent owes to the State of Texas.
7. Respondent certifies it is in compliance with Texas Government Code Section 669.003, relating to contracting with the executive head of a state agency. If this Section applies, Respondent will complete the following information in order for the bid to be evaluated:

Name of Former Executive: \_\_\_\_\_

Name of State Agency: \_\_\_\_\_

Date of Separation from State Agency: \_\_\_\_\_

Position with Respondent: \_\_\_\_\_

Date of Employment with Respondent: \_\_\_\_\_

8. If any contract resulting from this Solicitation is for services, Respondent, in performing the contract, shall purchase products and materials produced in the State of Texas when they are available at a price and time comparable to products and materials produced outside this state.
9. Respondent shall maintain all documents and other related records relating to the State's property and any contract resulting from this Solicitation for a period of seven (7) years after the date of the submission of final invoices or until a resolution of billing questions, whichever is later. Respondent acknowledges that the State has a right of access to information in Respondent's possession relating to State property and agrees to make such information reasonably available upon request of the State.
10. The state auditor may conduct an audit or investigation of any entity receiving funds from the state directly under a contract or indirectly through a subcontract under the contract. Acceptance of funds directly under any contract resulting from this Solicitation or indirectly through a subcontract under such contract acts as acceptance of the authority of the state auditor, under the direction of the legislative audit committee, to conduct an audit or investigation in connection with those funds. Under the direction of the legislative audit committee, an entity that is the subject of an audit or investigation by the state auditor must provide the state auditor with access to any information the state auditor considers relevant to the investigation or audit. Respondent shall ensure that this clause concerning the authority to audit funds received indirectly by subcontractors through Respondent and the requirement to cooperate is included in any subcontract it awards.
11. Respondent certifies that if it employs any former employee of the GLO, such employee will perform no work in connection with any contract resulting from this Solicitation during the twelve (12) month period immediately following the employee's last date of employment at the GLO.
12. The Respondent shall not discriminate against any employee or applicant for employment because of race, disability, color, religion, sex, age, or national origin. The Respondent shall take affirmative action to ensure that applicants are employed and that employees are treated without regard to their race, disability, color, sex, religion, age, or national origin. Such action shall include, but is not be limited to, the following: employment, promotion, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Respondent agrees to post notices, which set forth the provisions of this non-discrimination article, in conspicuous places available to employees or applicants for employment. The Respondent shall include the above provisions in all subcontracts pertaining to the work.
13. Respondent certifies that neither Respondent nor any firm, corporation, partnership, or institution represented by Respondent or anyone acting for such firm, corporation, partnership, or institution has (1) violated the antitrust laws of the State of Texas under Texas Business & Commerce Code, Chapter 15, or federal antitrust laws; or (2) communicated the contents of the Solicitation Response either directly or indirectly to any competitor or any other person engaged in the same line of business during the procurement process for the Solicitation.
14. By signing this Solicitation Response, Respondent certifies that if a Texas address is shown as the address of the Respondent, Respondent qualifies as a "Texas Bidder" as defined in Section 2155.444(c) of the Texas Government Code.

15. Respondent understands that the GLO does not tolerate any type of fraud. The agency's policy is to promote consistent, legal, and ethical organizational behavior by assigning responsibilities and providing guidelines to enforce controls. Any violations of law, agency policies, or standards of ethical conduct will be investigated, and appropriate actions will be taken. Respondents are expected to report any possible fraudulent or dishonest acts, waste, or abuse to the agency's Internal Audit Director at 512.463.6078 or [tracey.hall@glo.texas.gov](mailto:tracey.hall@glo.texas.gov).
16. Respondent certifies that it will comply with the federal Immigration Reform and Control Act of 1986, the Immigration Act of 1990, and the Immigration Act of 1996 regarding employment, employment verification, and retention of verification forms of individuals who will prospectively perform work described in this proposal.
17. Under Section 2155.006(b) of the Texas Government Code, a state agency may not accept a bid or award a contract, including a contract for which purchasing authority is delegated to a state agency, that includes proposed financial participation by a person who, during the five-year period preceding the date of the bid or award, has been: (1) convicted of violating a federal law in connection with a contract awarded by the federal government for relief, recovery, or reconstruction efforts as a result of Hurricane Rita, as defined by Section 39.459, Utilities Code, Hurricane Katrina, or any other disaster occurring after September 24, 2005; or (2) assessed a penalty in a federal civil or administrative enforcement action in connection with a contract awarded by the federal government for relief, recovery, or reconstruction efforts as a result of Hurricane Rita, as defined by Section 39.459, Utilities Code, Hurricane Katrina, or any other disaster occurring after September 24, 2005. Under Section 2155.006 of the Texas Government Code, the Respondent certifies that the individual or business entity named in this Solicitation Response is not ineligible to receive the specified contract.
18. Respondent represents and warrants that it shall comply with the applicable provisions of and rules and regulations related to the Drug-Free Work Place Act of 1988 (41 U.S.C. §§ 8101-8106).
19. The Respondent represents that payment to the Respondent and the Respondent's receipt of appropriated or other funds under any contract resulting from this Solicitation are not prohibited by Section 556.005 or Section 556.008 of the Texas Government Code.

Check below if preference claimed under Title 34 TAC § 20.306.

- Supplies, materials, equipment, or services produced in Texas/offered by Texas bidders or Texas bidder that is owned by a service-disabled veteran
- Agricultural products produced/grown in Texas
- Agricultural products and services offered by Texas bidders
- Texas vegetation native to the region for landscaping purposes
- USA produced supplies, materials, or equipment
- Products of persons with mental or physical disabilities
- Products made of recycled, remanufactured, or environmentally sensitive materials, including recycled steel
- Covered television equipment
- Energy efficient products
- Rubberized asphalt paving material
- Recycled motor oil and lubricants
- Products and services from economically depressed or blighted areas
- Products produced at facilities located on formerly contaminated property
- Vendors that meet or exceed air quality standards
- Paper containing recycled fibers
- Recycled Computer Equipment of other manufacturers
- Foods of Higher Nutritional Value
- Travel agents residing in Texas

**NOTE: Information, documentation, and other material in connection with this Solicitation or any resulting contract may be subject to public disclosure pursuant to Chapter 552 of the Texas Government Code (the "Public Information Act").**

I have read, understand, and agree to comply with the terms and conditions specified in this Solicitation Response. Checking "YES" indicates acceptance, while checking "NO" denotes non-acceptance.

YES \_\_\_\_\_

NO \_\_\_\_\_

**SIGNATURE PAGE FOLLOWS**

**RESPECTFULLY SUBMITTED:**

**Authorized Signature of the person authorized to bind your company to any contract that may result from this Solicitation:**

---

**Date:**

---

**Printed Name and Title of Signatory:**

---

**Telephone:**

---

**Email:**

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**Address:**

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**City/State/Zip:**

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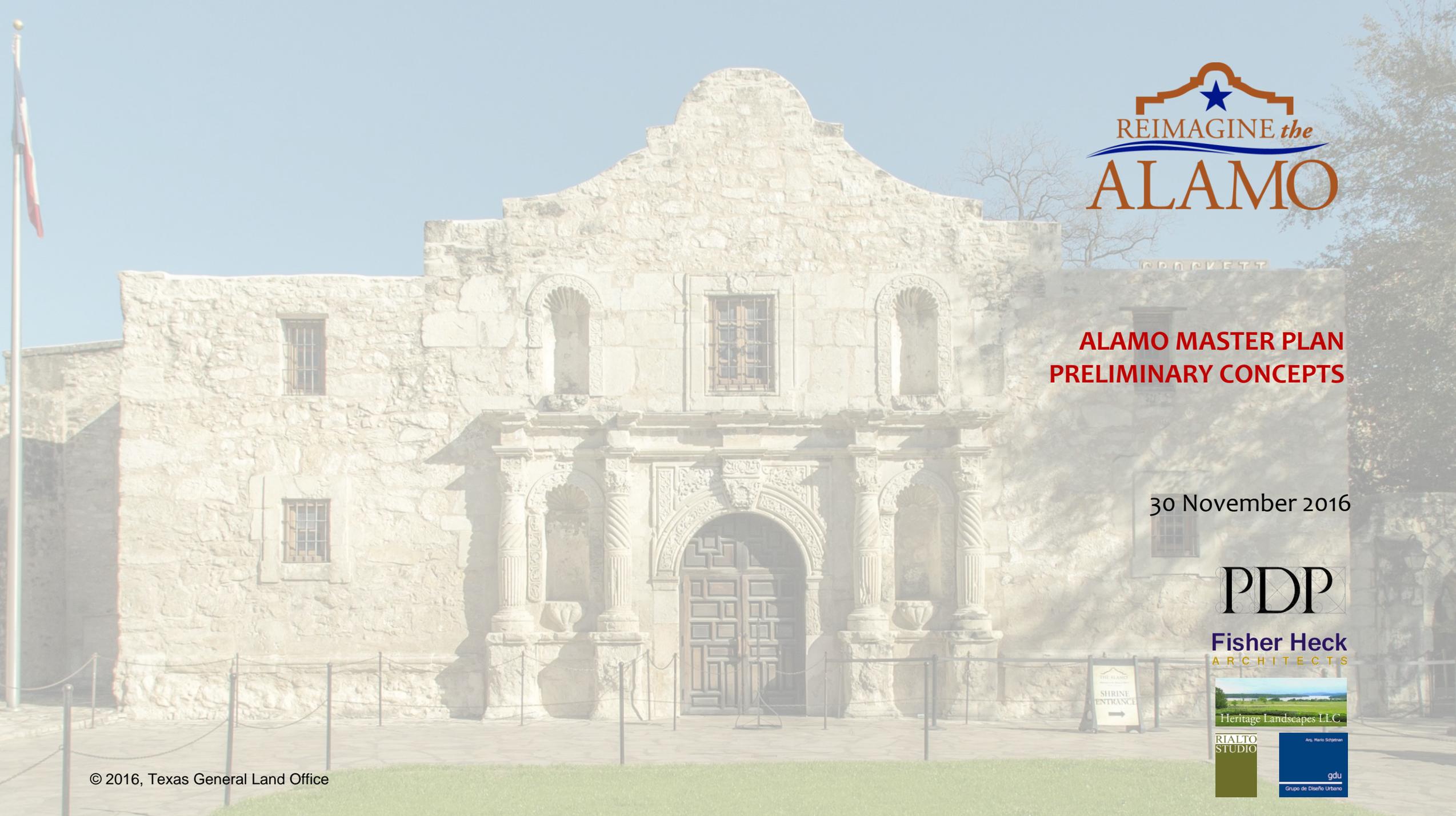
**Full Legal Name of Respondent's company as registered with the Texas Secretary of State, and as it should appear on any Contract resulting from this Solicitation:**

---

**Respondent's Tax I.D. Number as registered with the Texas Comptroller of Public Accounts, and as it should appear on any Contract resulting from this Solicitation:**

---

**If Respondent is a Corporation or other legal entity, attach a corporate resolution or other appropriate official documentation, which states that the person signing this Solicitation Response is an authorized person that can legally bind the corporation or entity.**



REIMAGINE *the*  
**ALAMO**

**ALAMO MASTER PLAN  
PRELIMINARY CONCEPTS**

30 November 2016

PDP

**Fisher Heck**  
ARCHITECTS

Heritage Landscapes LLC

RIALTO  
STUDIO

Arg. Mario Schjetman  
gdu  
Grupo de Diseño Urbano

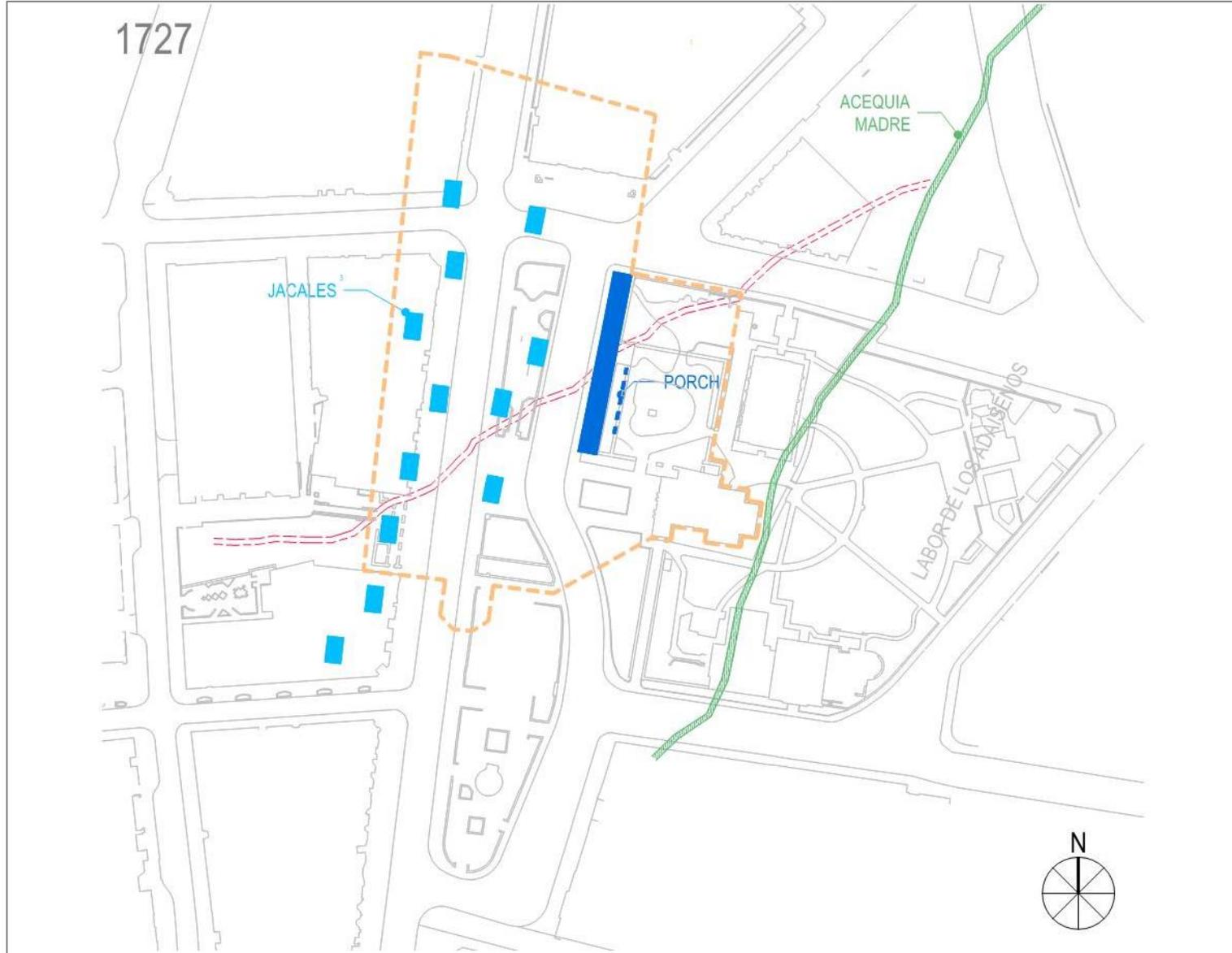
- Extensive Historic Research

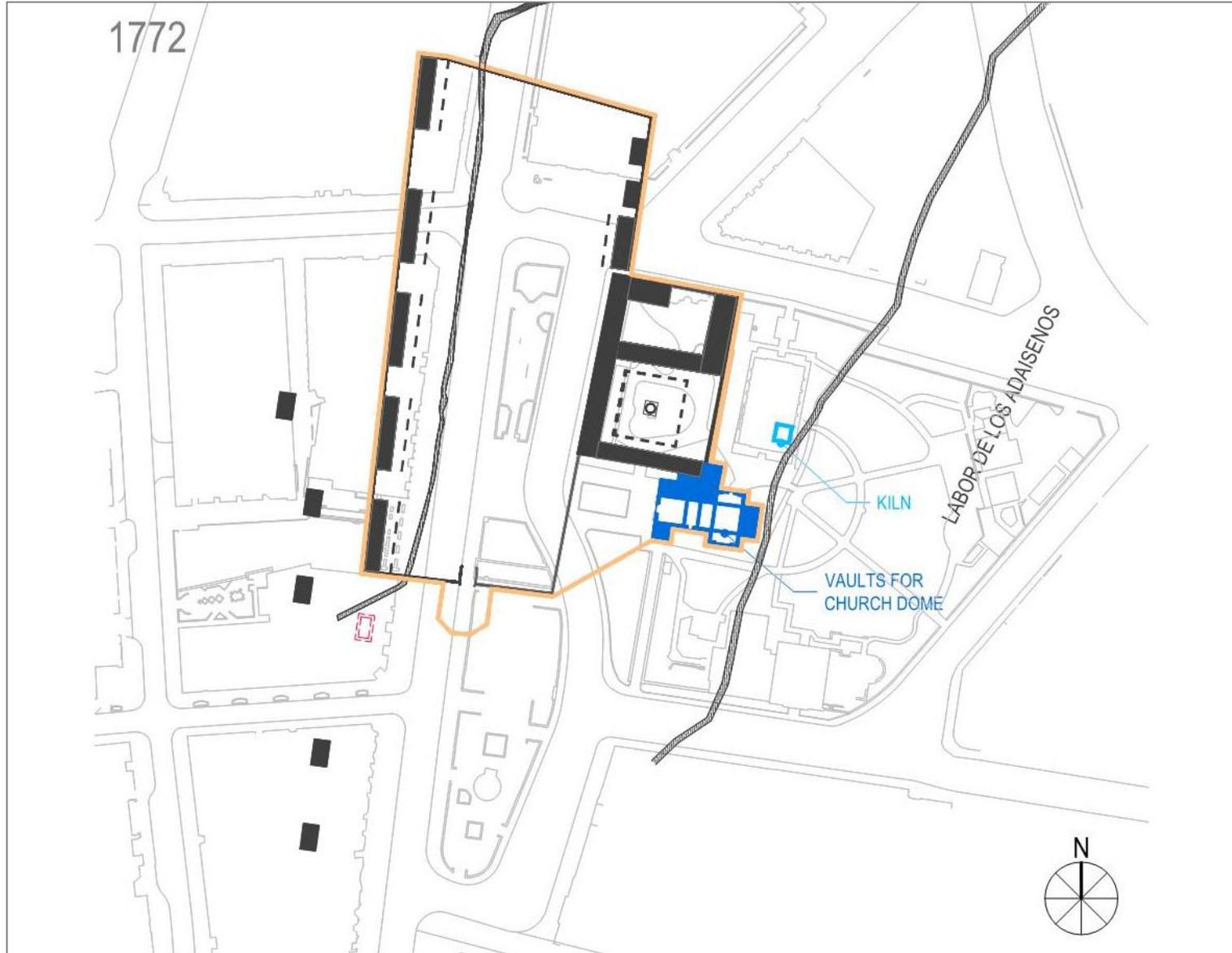
- Extensive Historic Research
- Archaeological Excavations

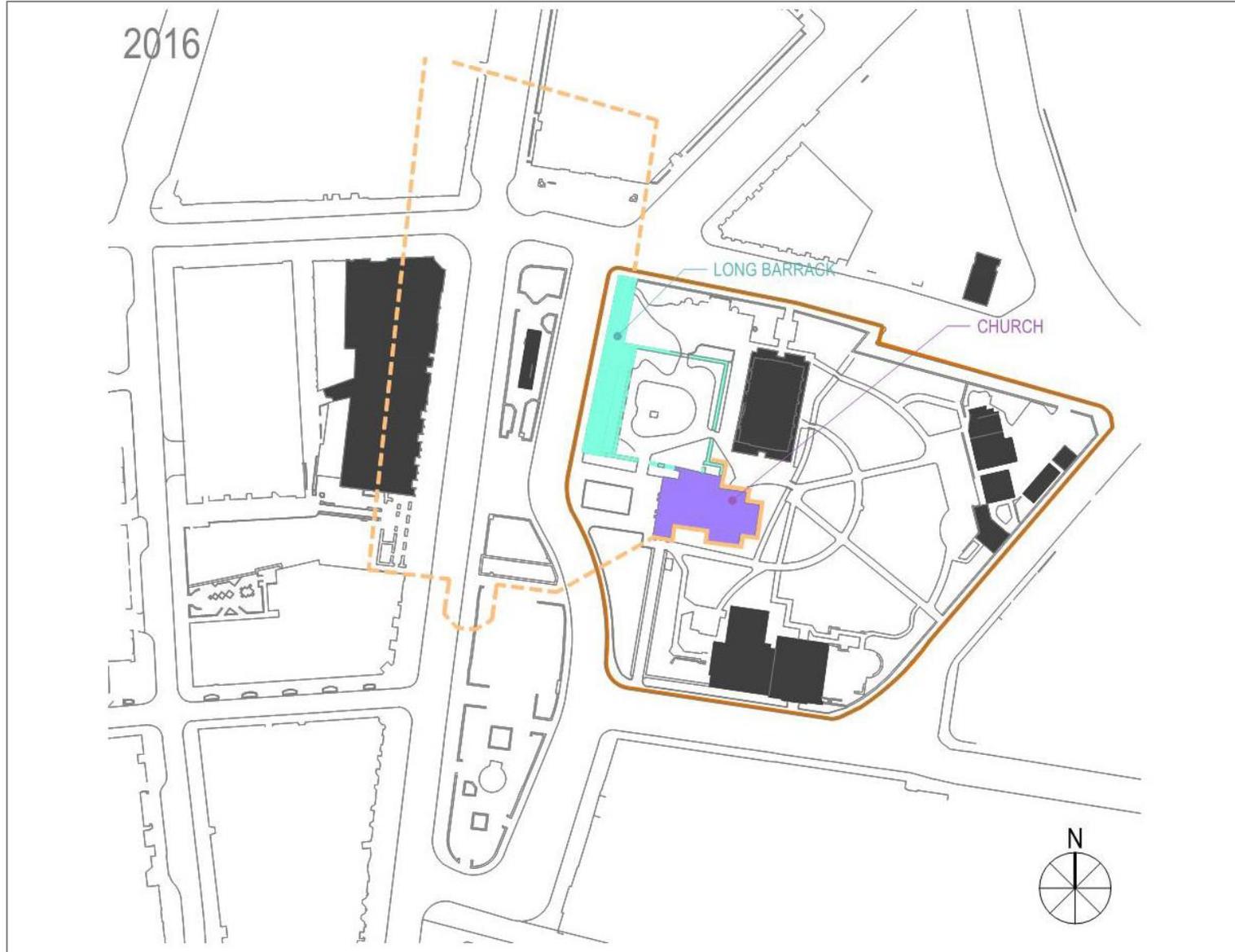
- Extensive Historic Research
- Archaeological Excavations
- Scientific Analysis

- Extensive Historic Research
- Archaeological Excavations
- Scientific Analysis

*History, evidence, the site and the buildings  
will give us the right answers to develop the right place*

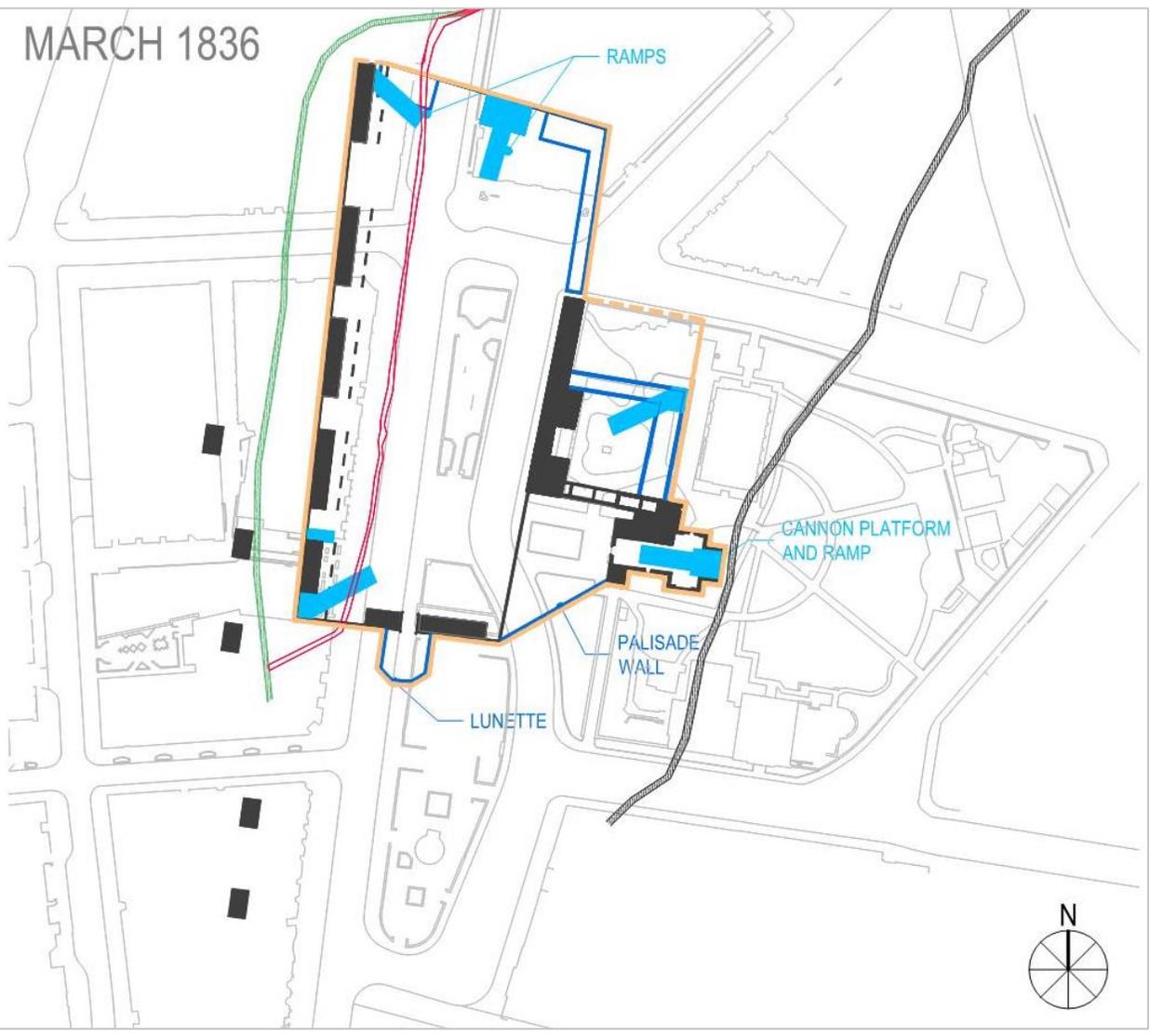




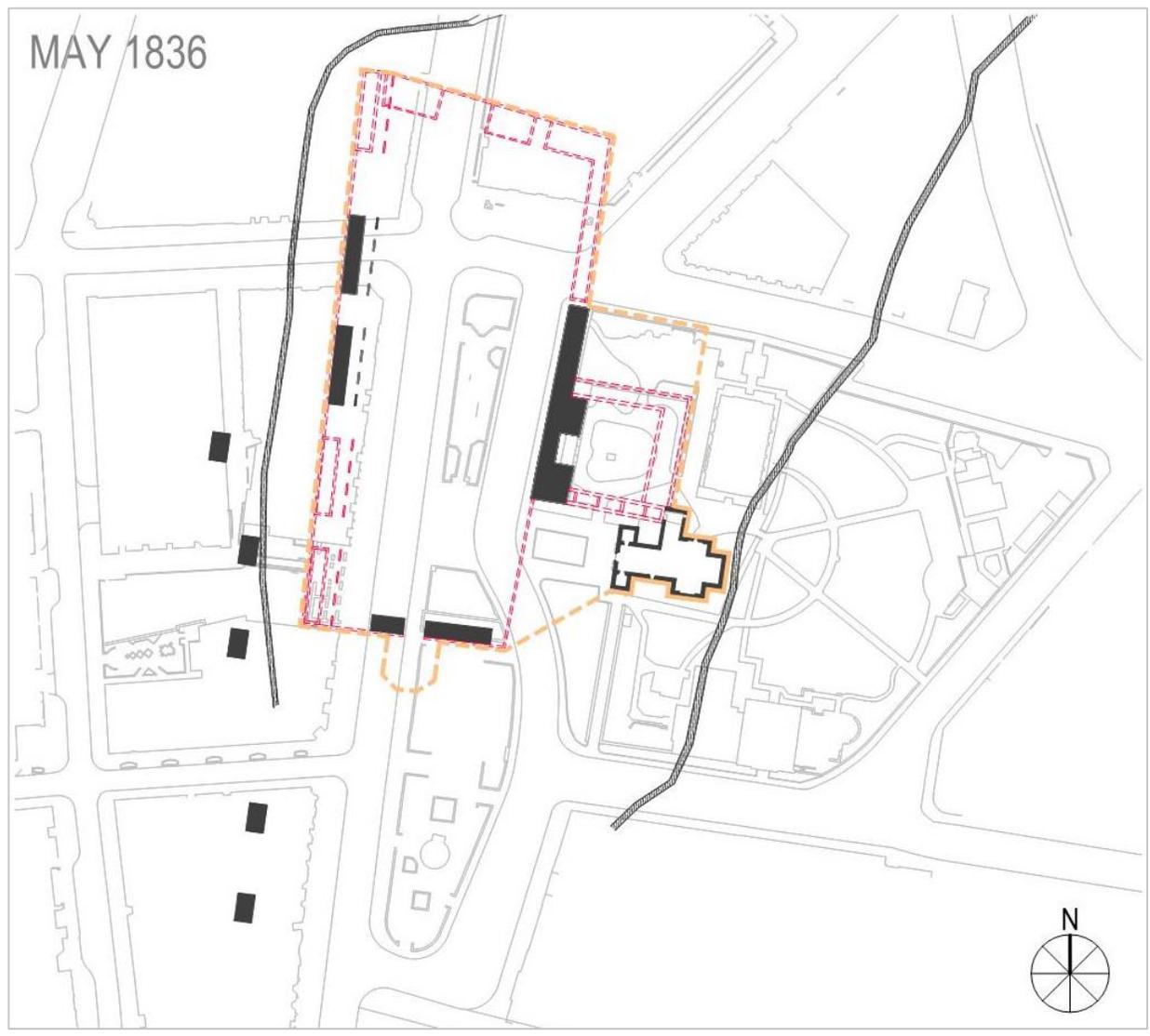


# A Dramatic Change Over a Span of Three Months

MARCH 1836



MAY 1836



The church is one of the most recognizable historic buildings in the US and around the world

It will be the source of our inspiration, guidance and planning, design and heritage conservation excellence

*It will be the guiding light of our Plan*

# West Façade – Relationship to Grade

1849



# West Façade – Relationship to Grade

c. 1860s-1870s



# West Façade – Relationship to Grade

c. 1850s

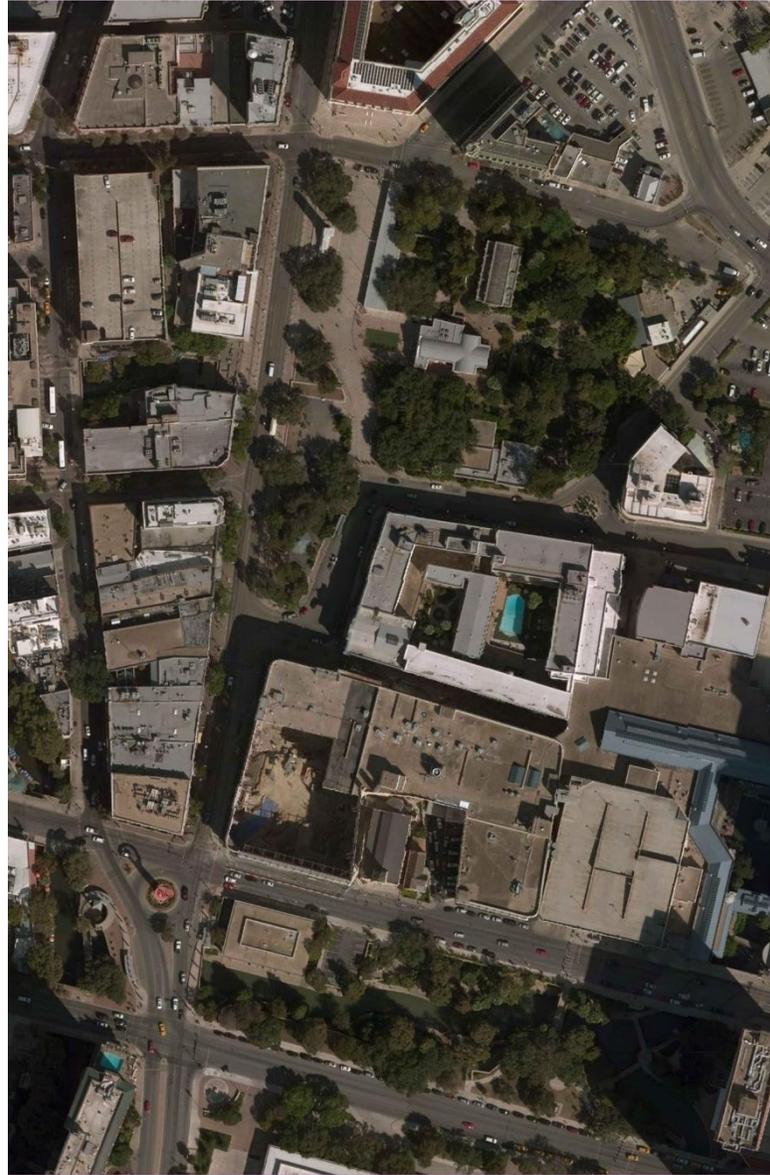


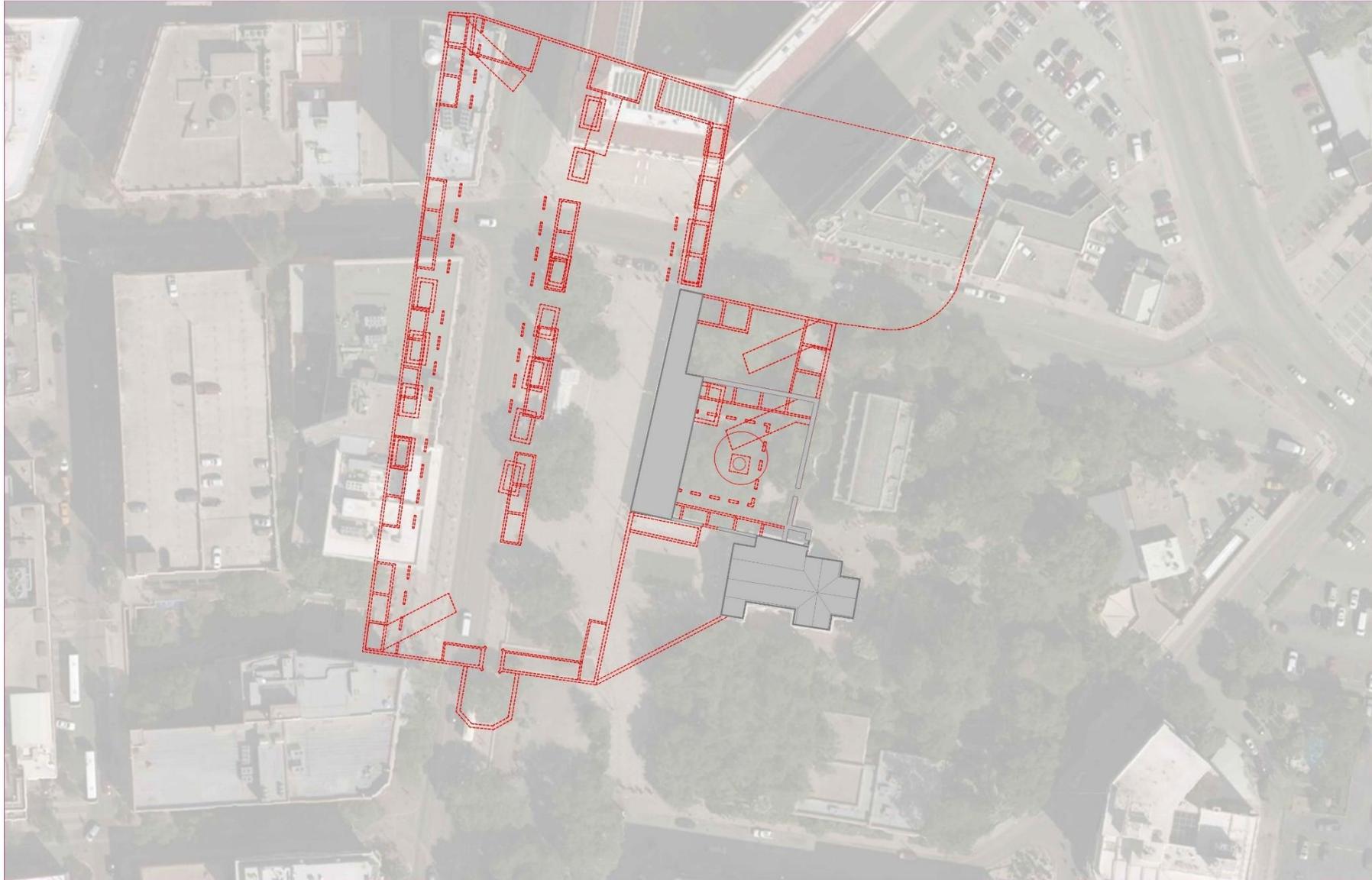
# West Façade – Relationship to Grade

1889

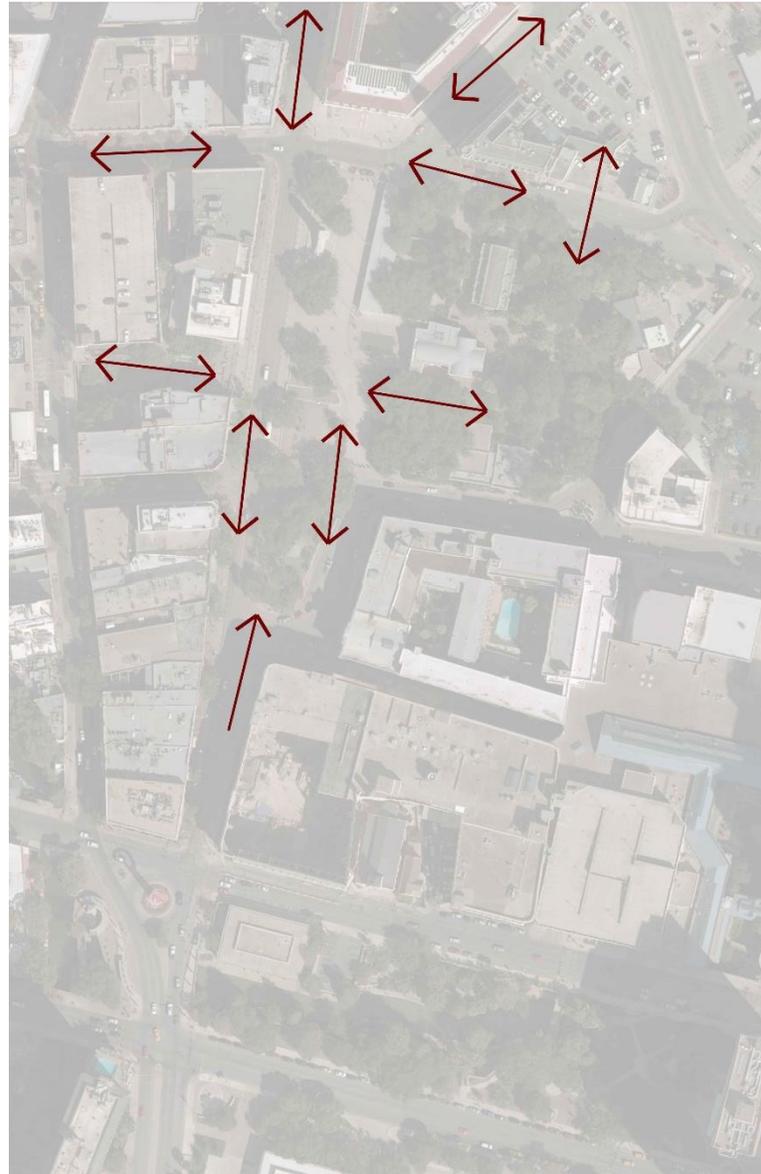


# Present Day Conditions

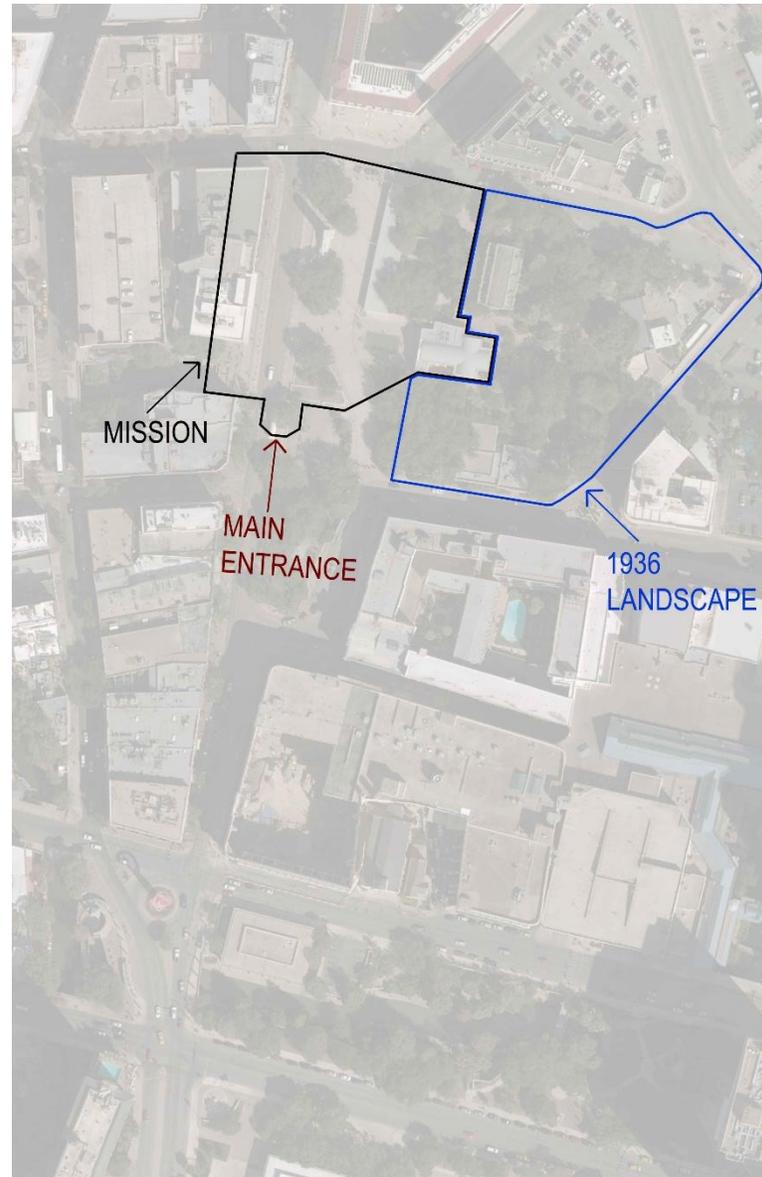




# A Porous Site



# Confusing Existing Conditions

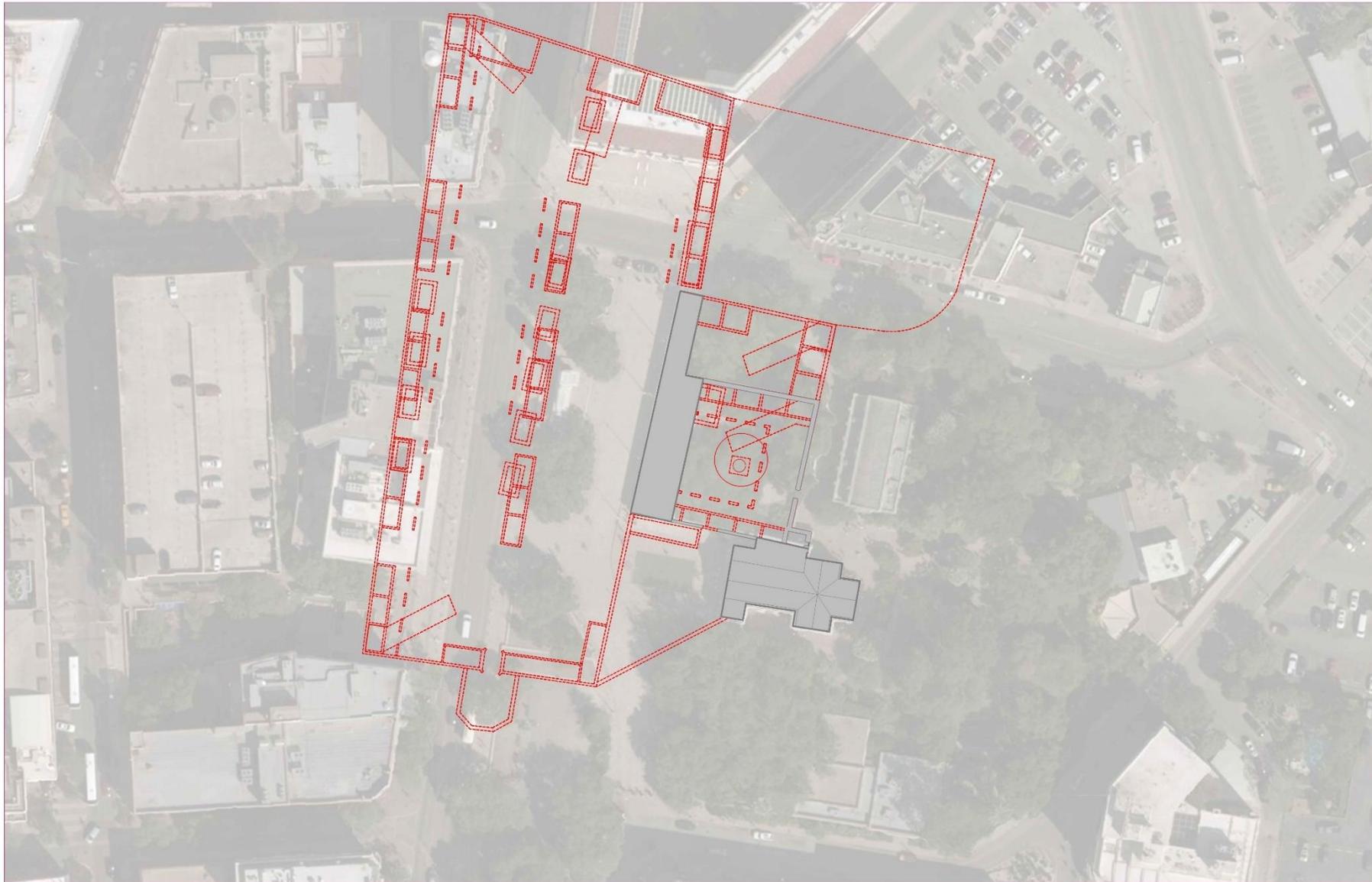


- Recapture the Historic Courtyard
- Contain and Protect the Site
- Create a Logical Sequence of Approach and Arrival
- [Re]establish Dignity and Reverence

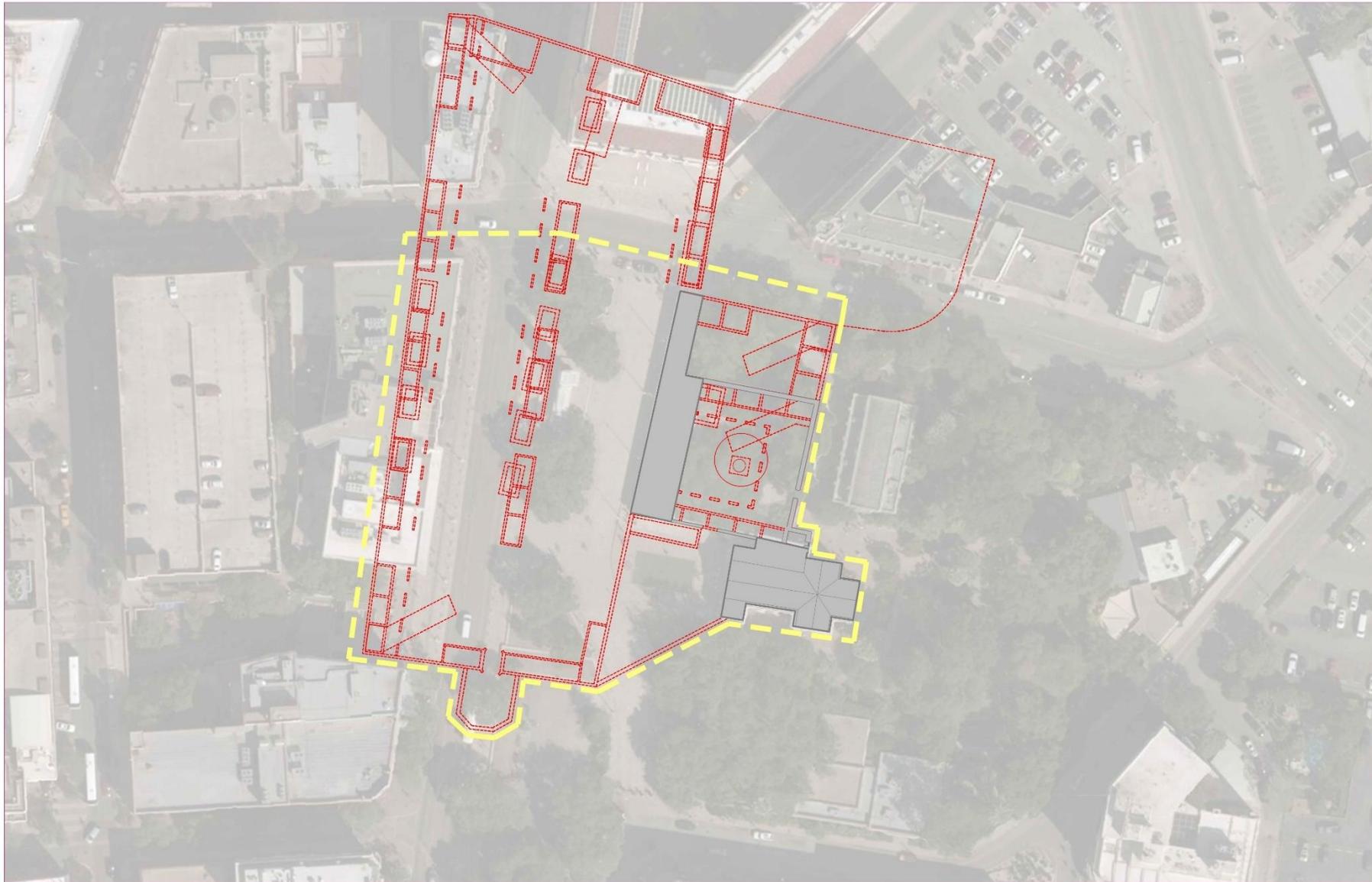
# Creating Clarity and Order



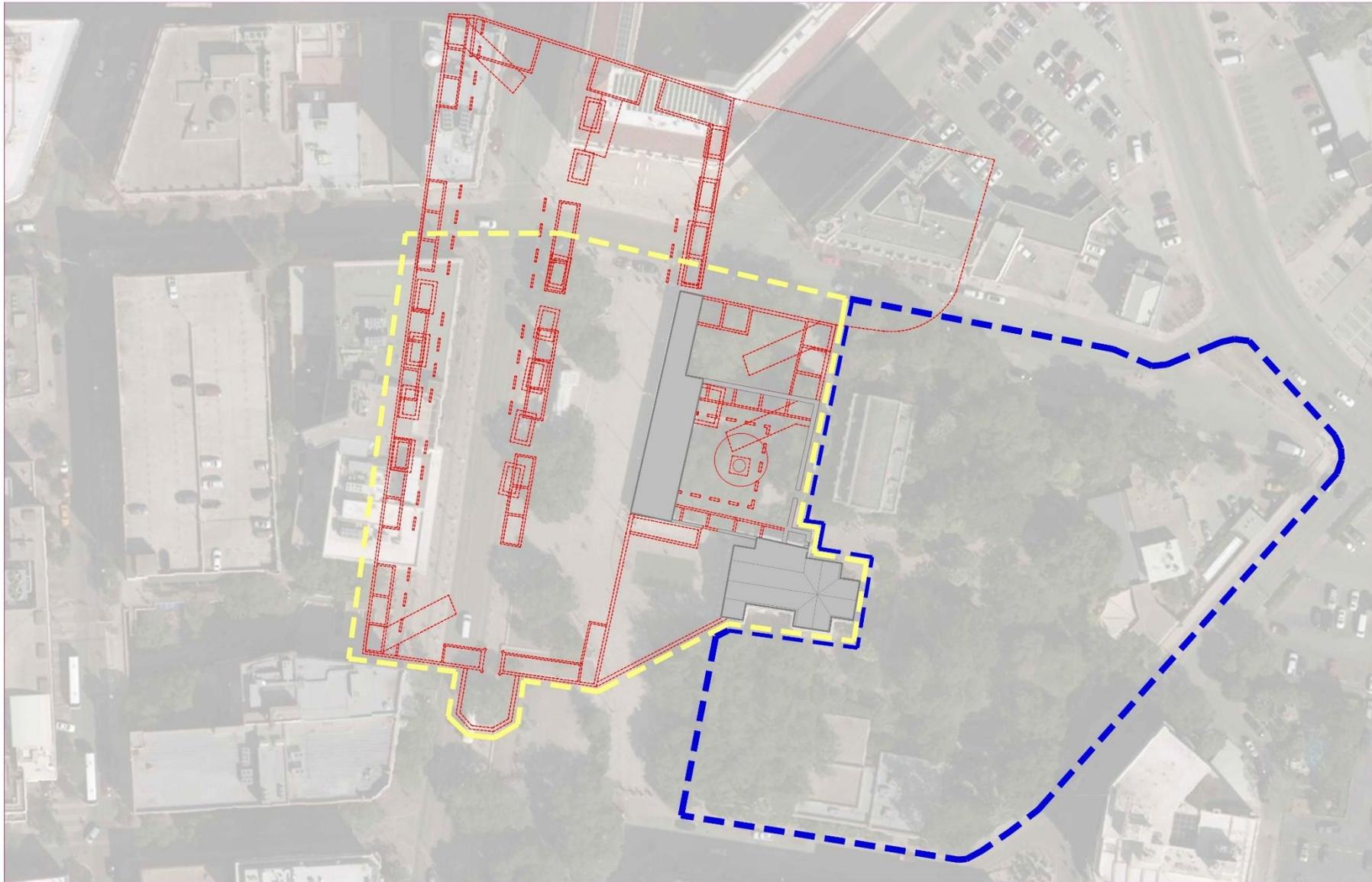
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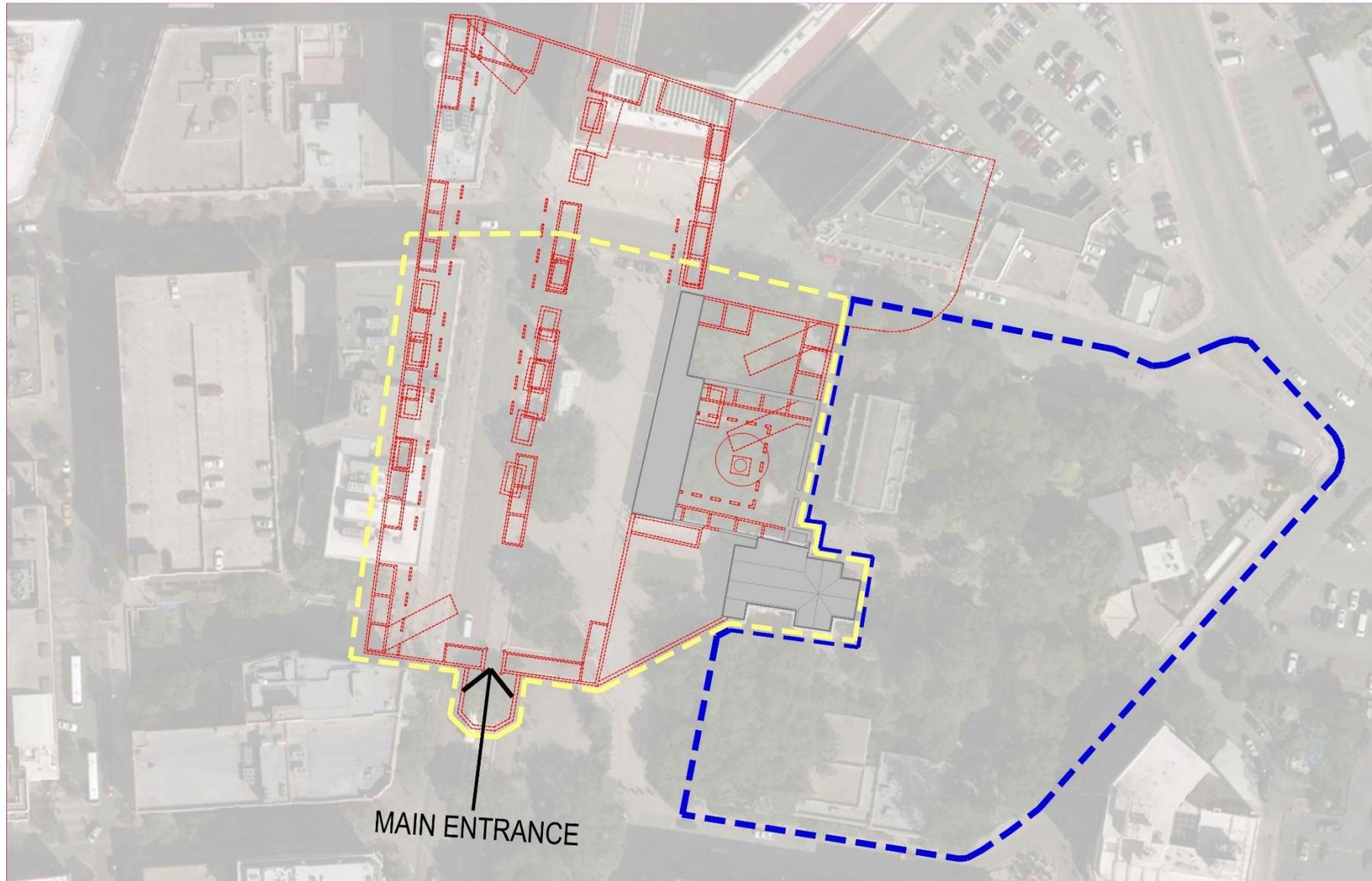
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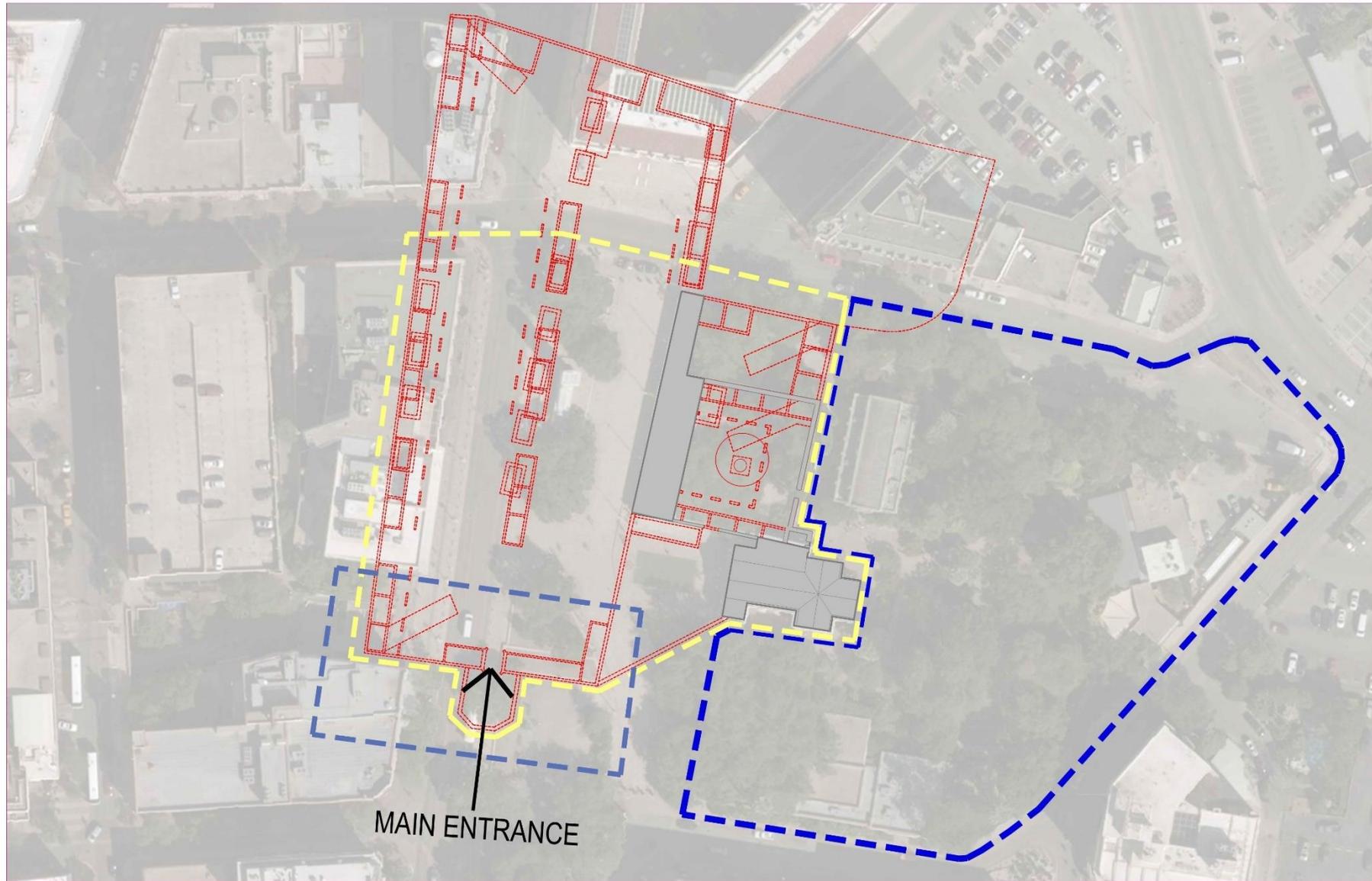
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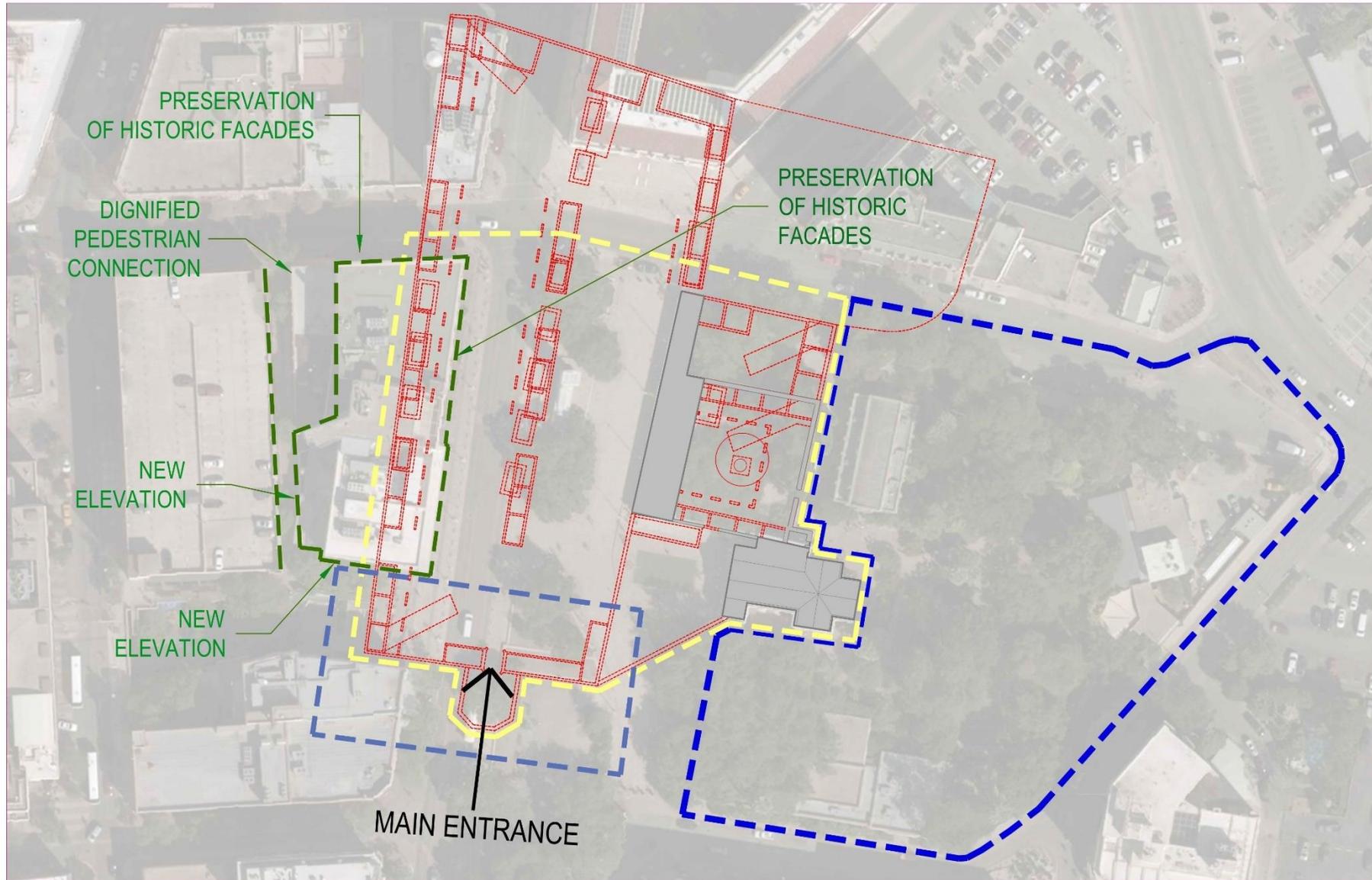
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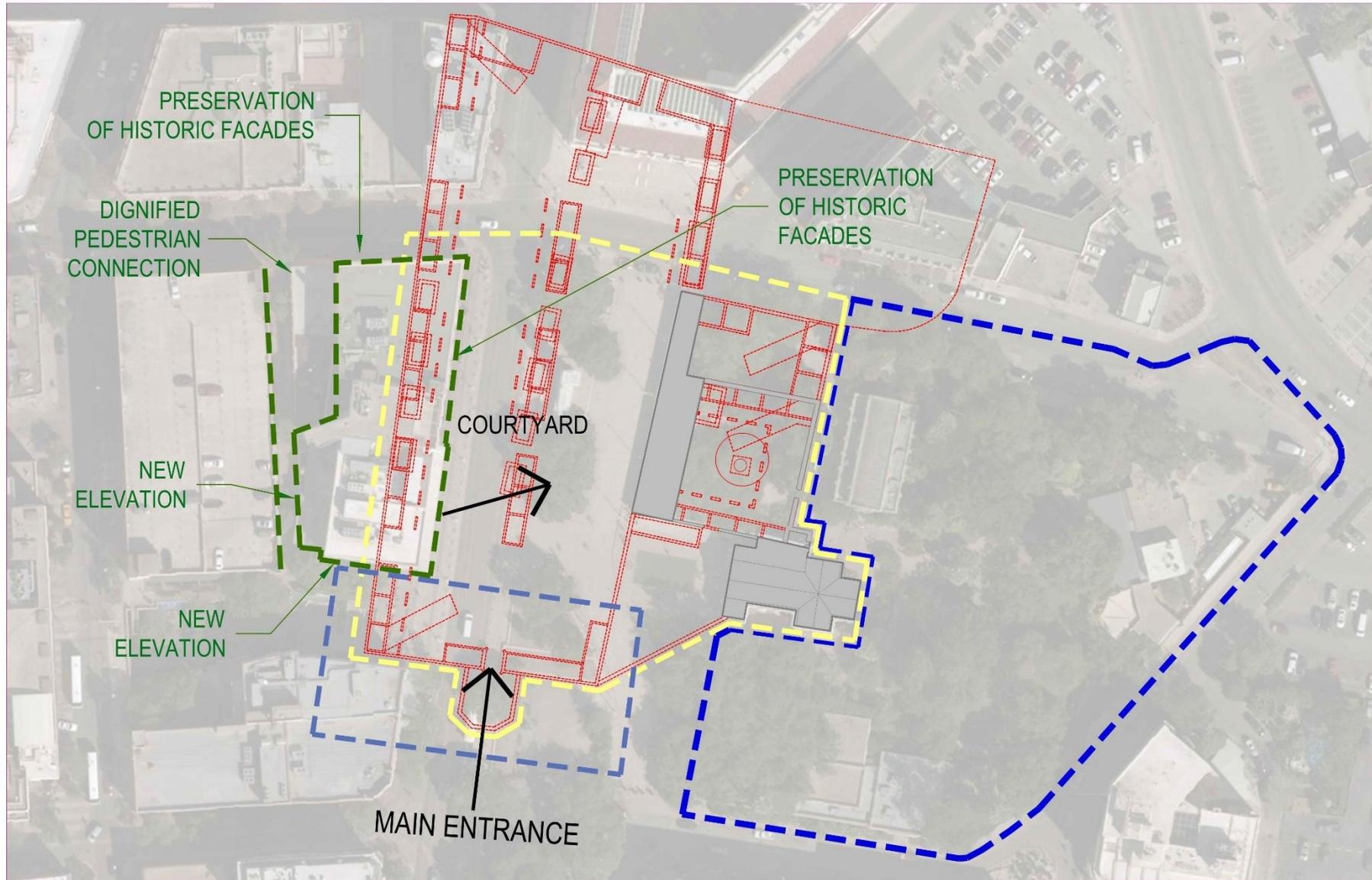
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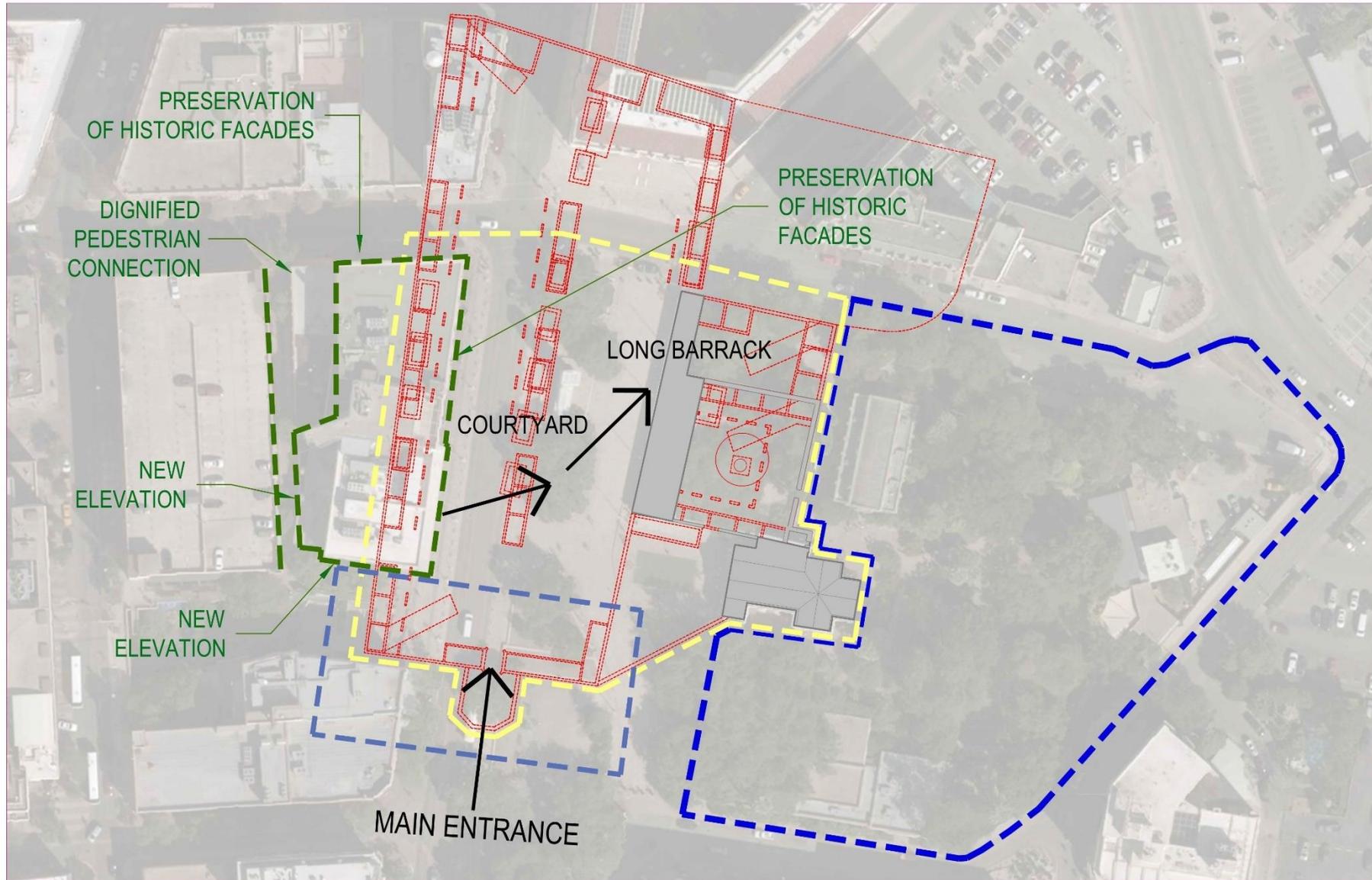
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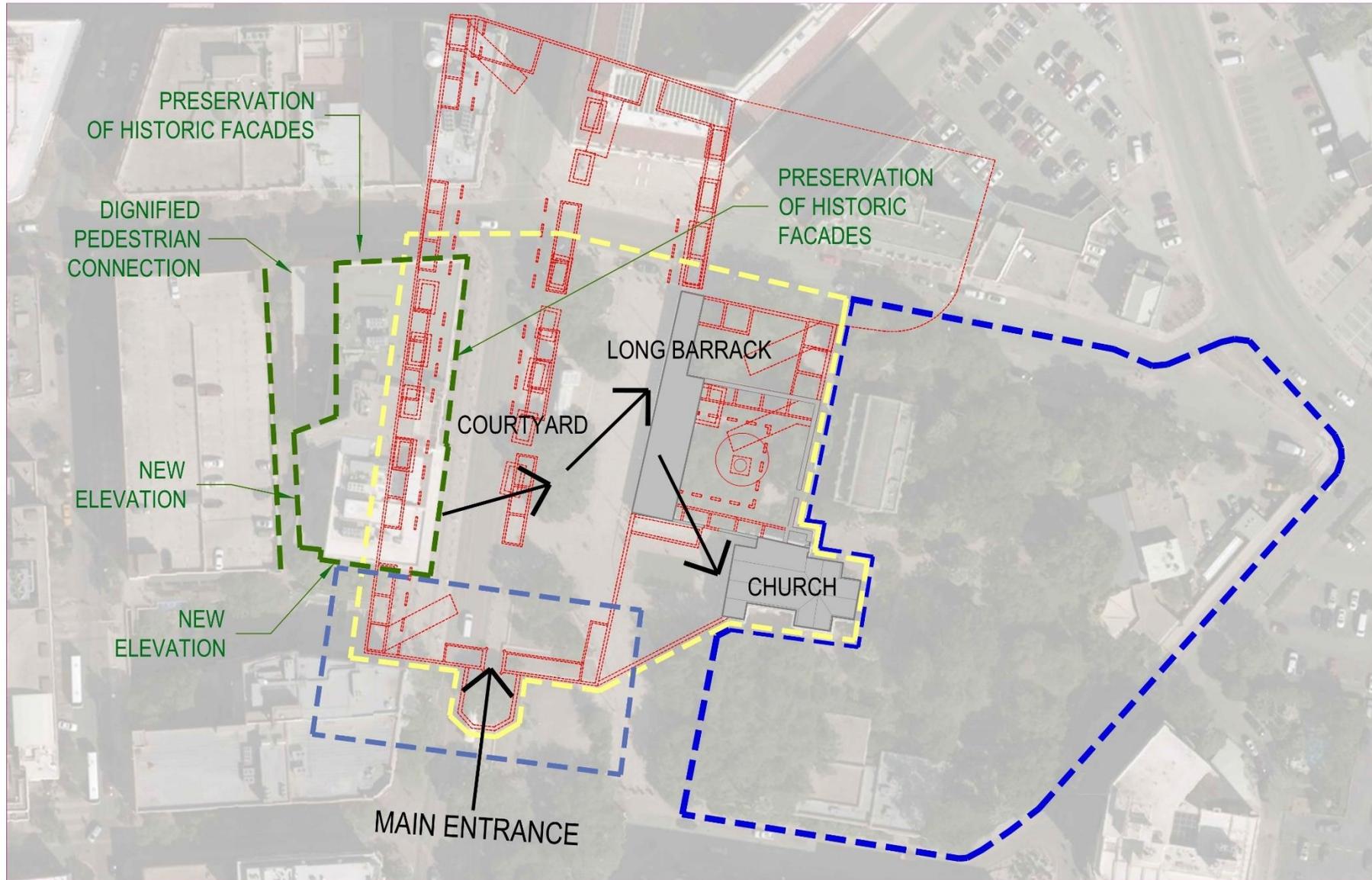
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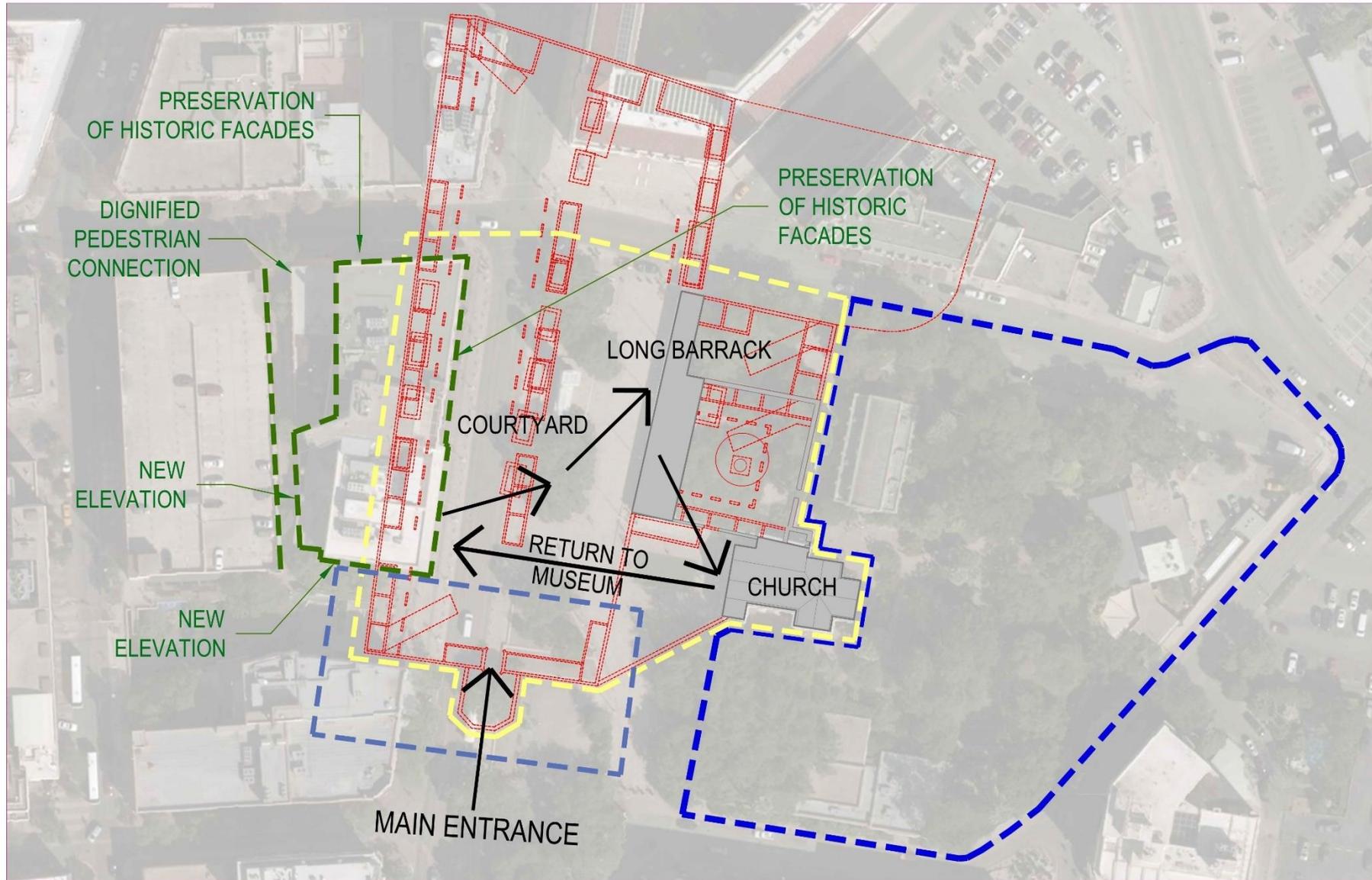
# Creating Clarity and Order



# Creating Clarity and Order



# Creating Clarity and Order



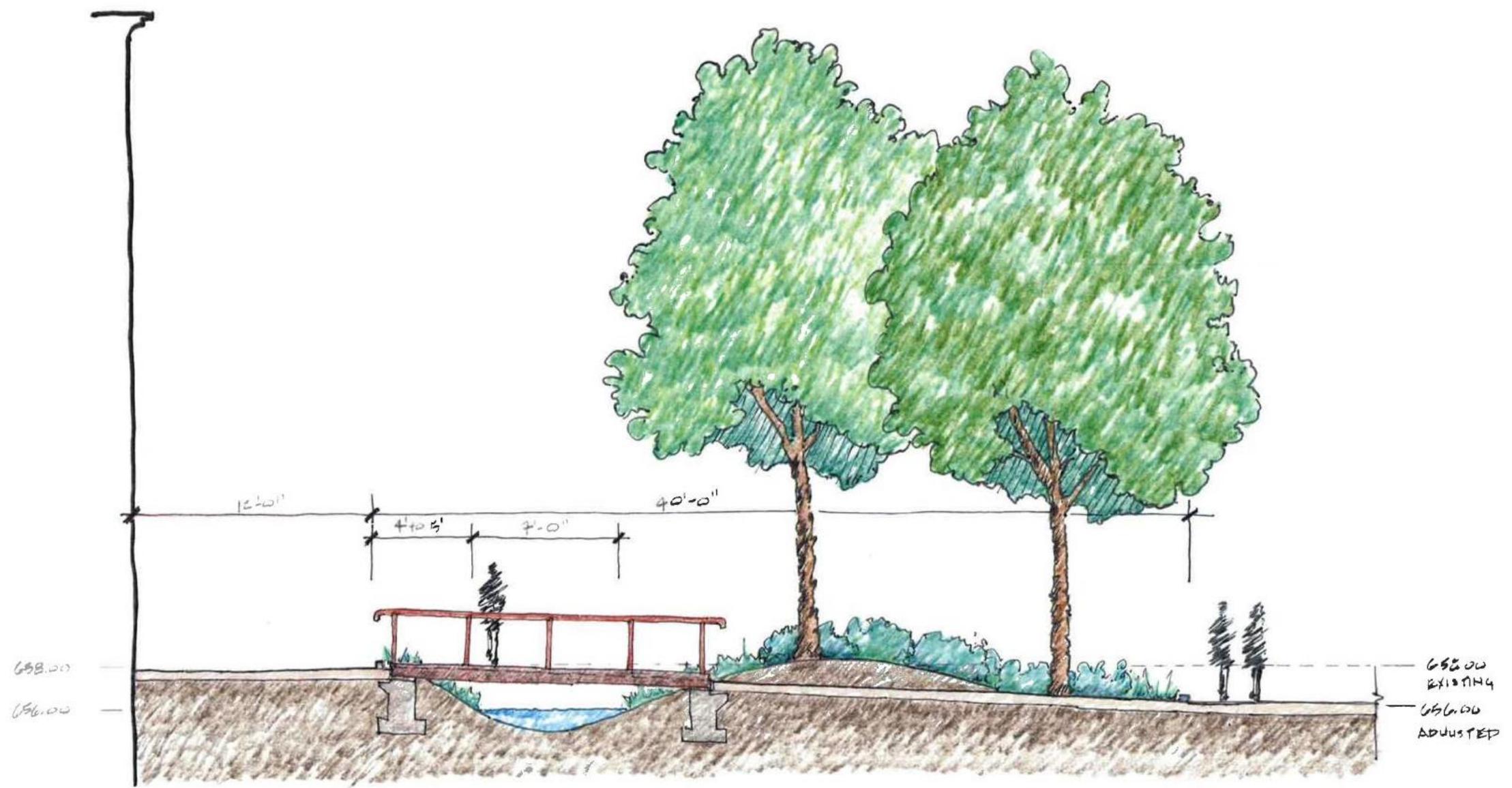
# The Big Picture



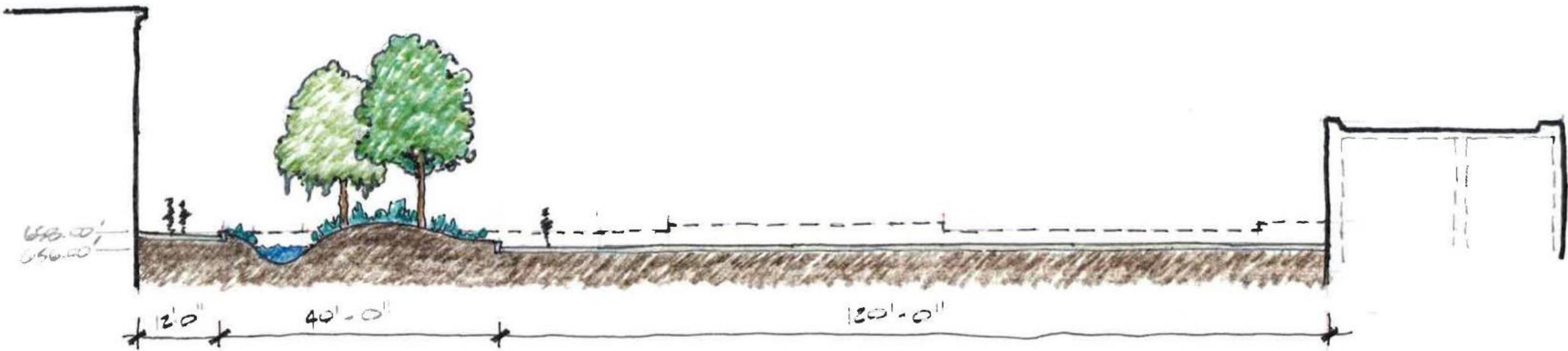
# Section through Acequia and Planting



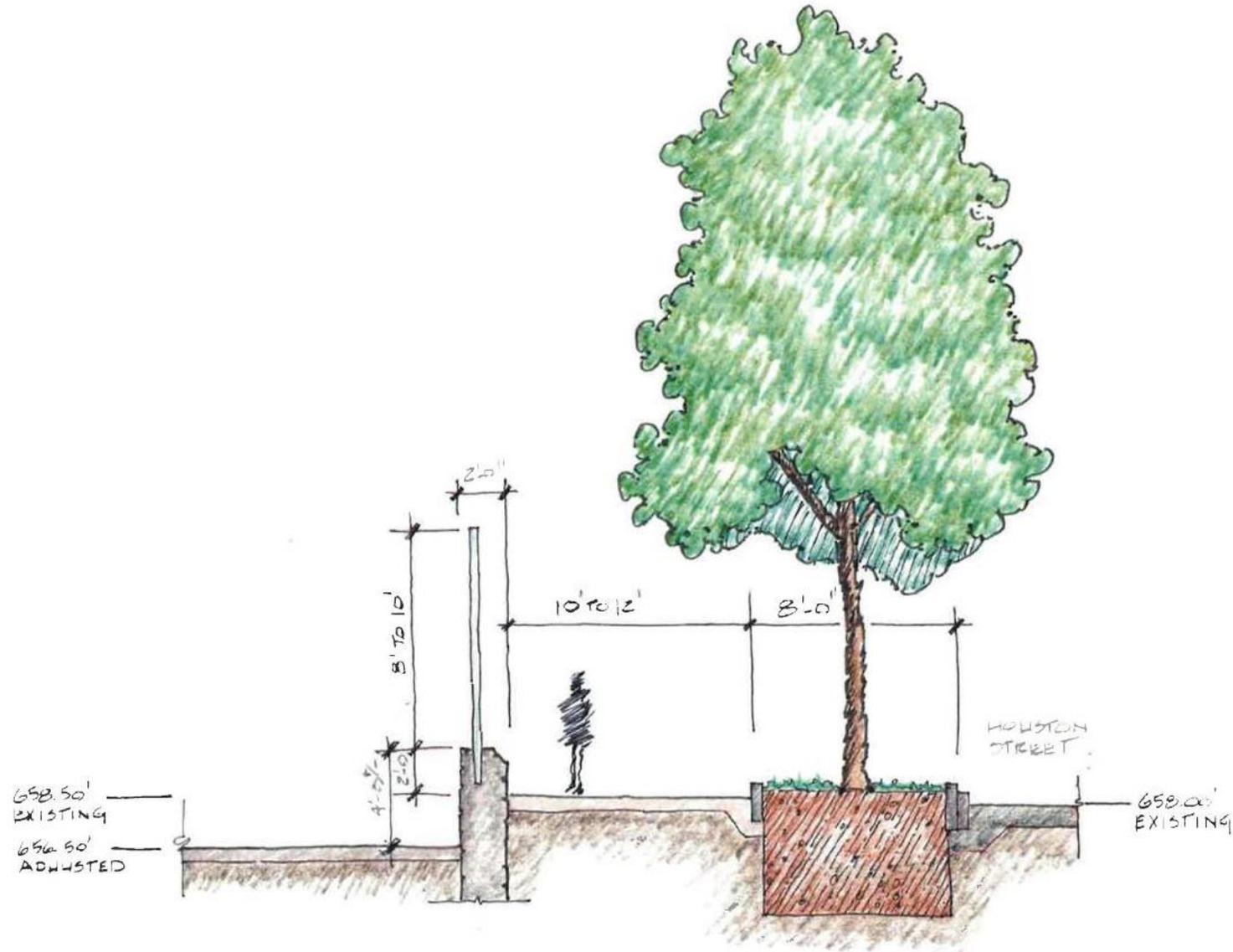
# Section through the Acequia Bridge

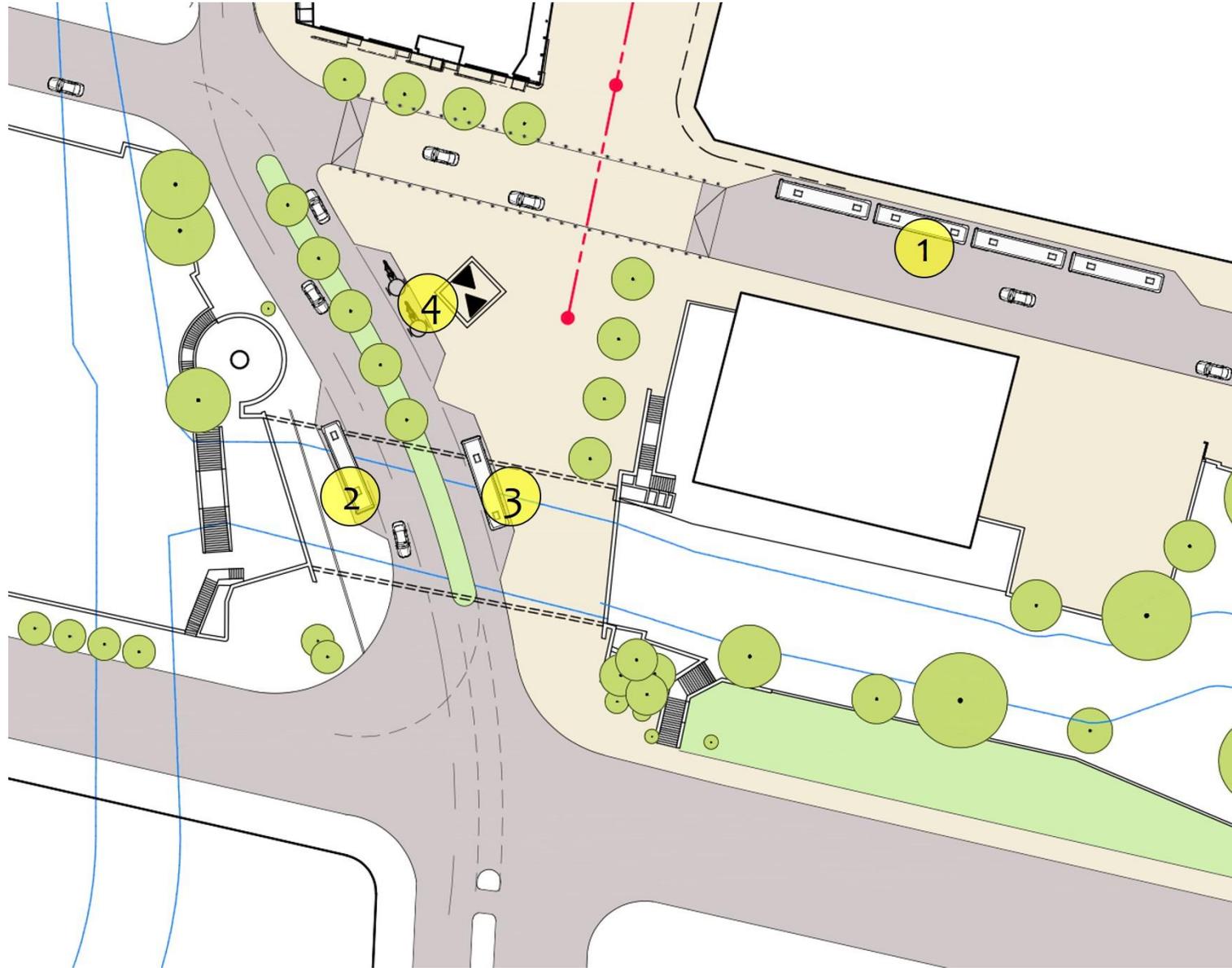


# Section through Alamo Plaza and Acequia



# Section through Houston St. & Alamo Plaza





### Legend

1. Bus Drop-off School Buses and Coaches
2. VIA Bus stop
3. Double decker Pick-up / Drop-off
4. Horse Carriages Pick-up / Drop-off









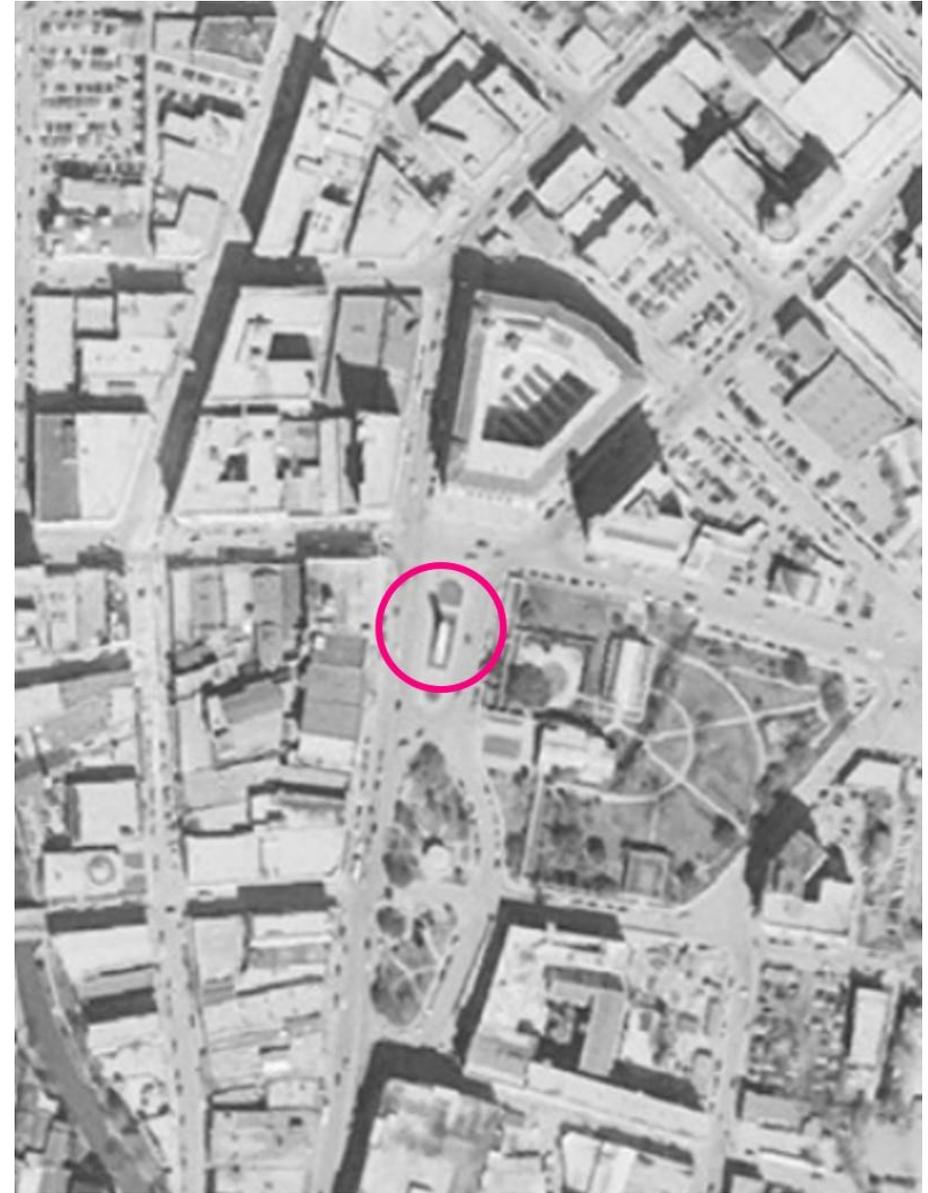
# The Big Picture



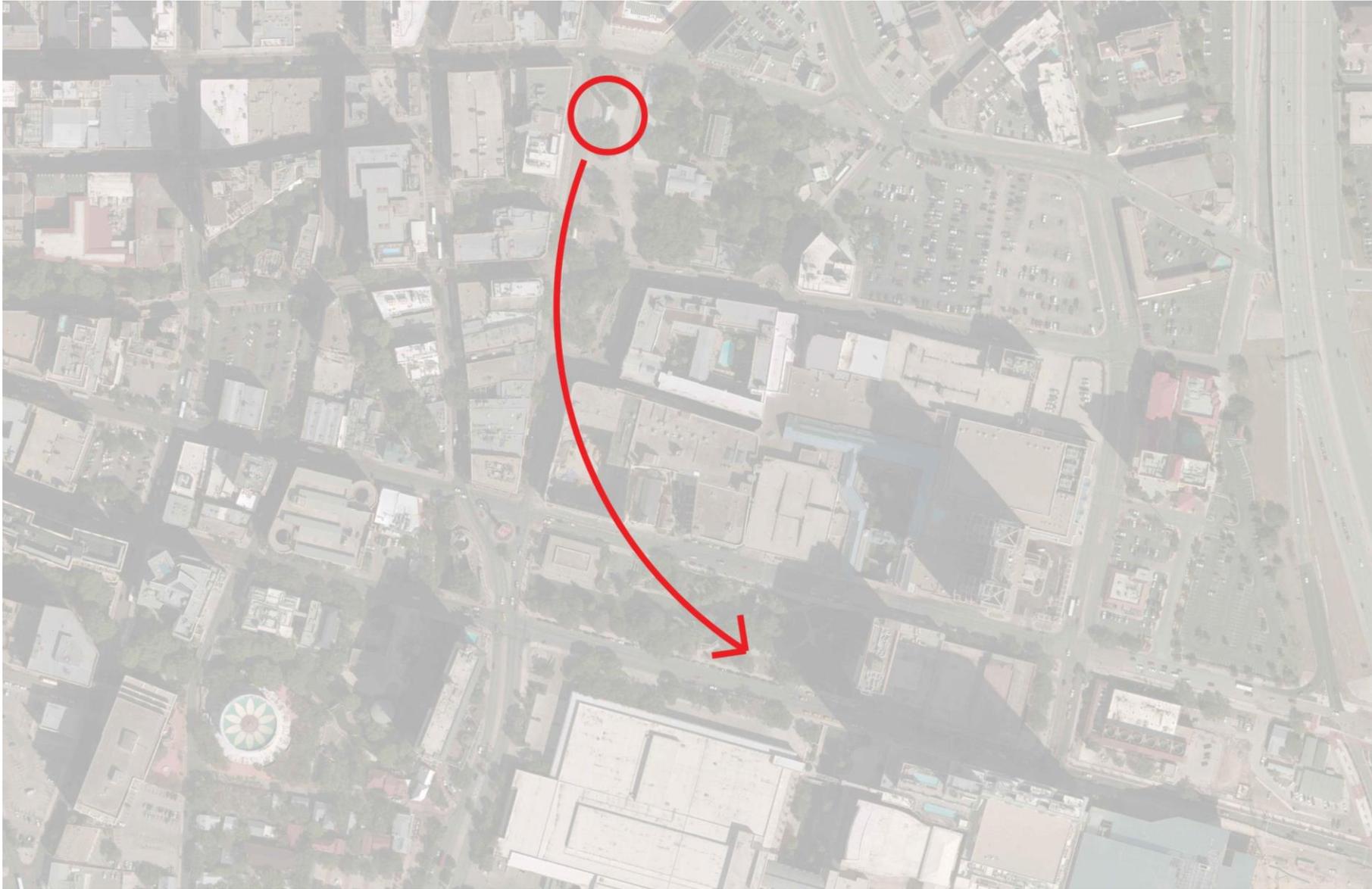
# Bus Pick-up Area on Houston Street



# The Cenotaph



# The Cenotaph



# Bus Drop Off on Commerce St.



2. New Location



*Protecting Our Most Significant Asset:*

***The Church***





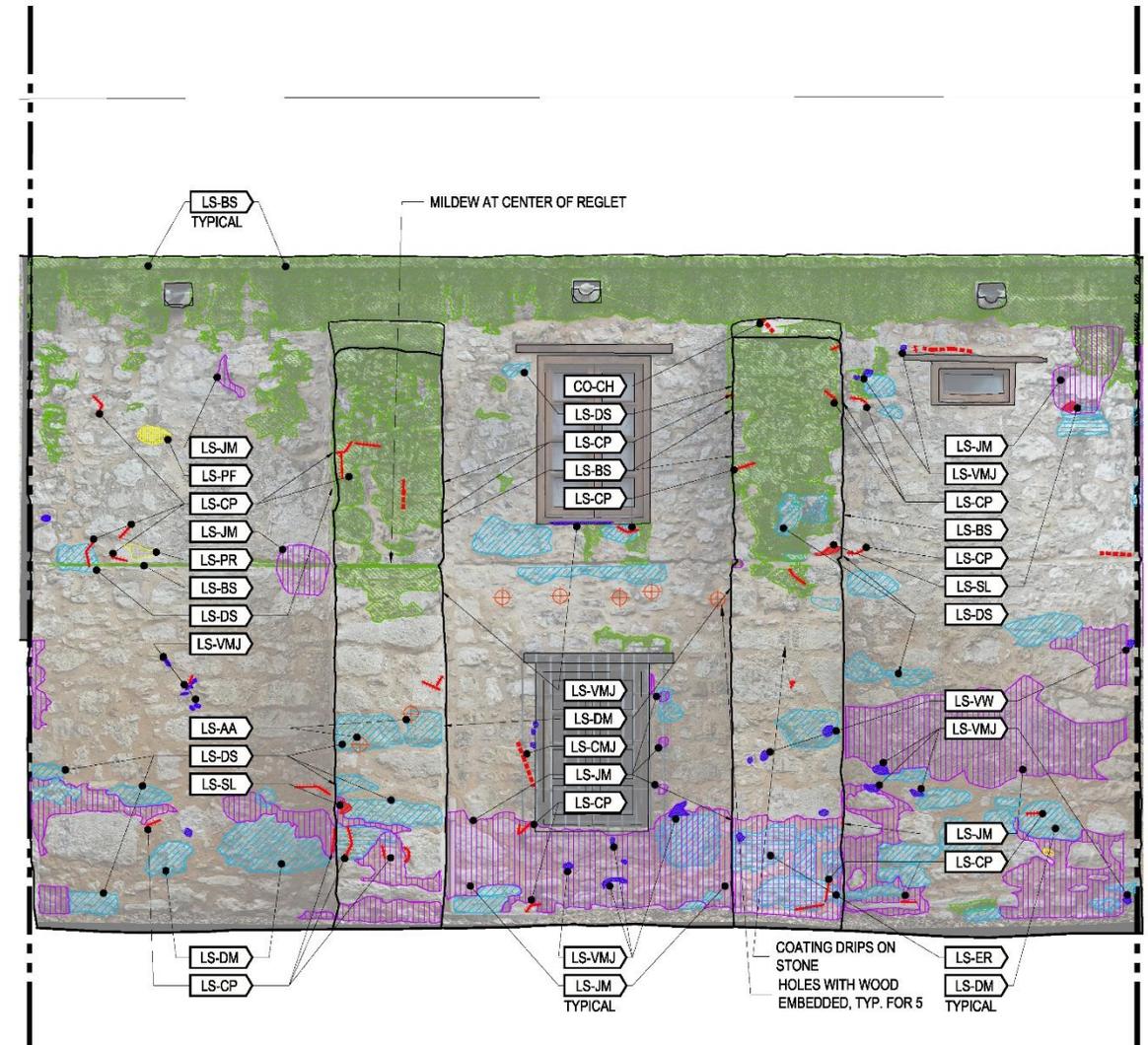
## Issues to Address

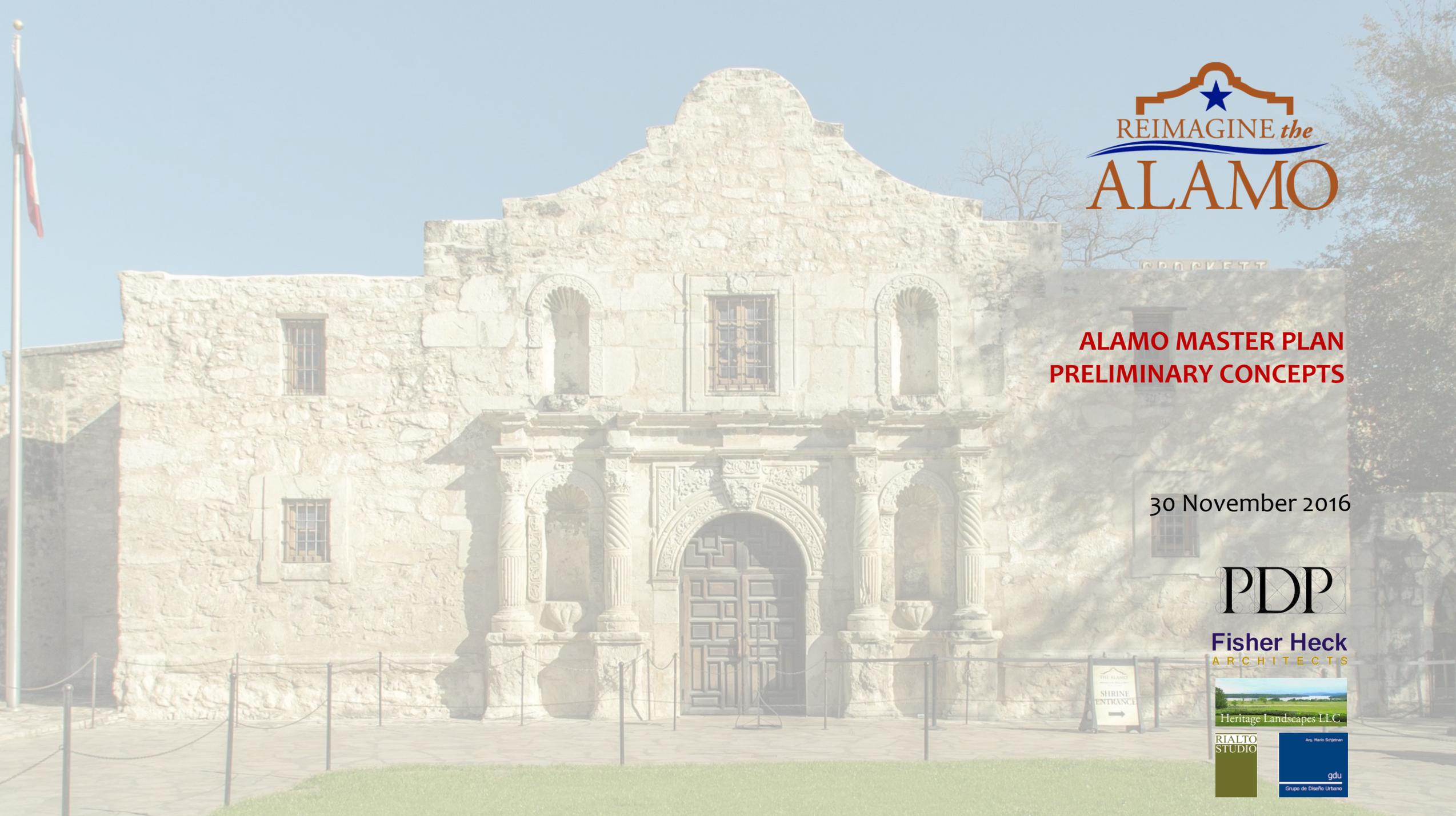
- Original Construction Methods
- Selection of Stone / Properties
- Moisture Phenomena
- Past Interventions
- Environmental Issues



# Next Steps

- Comprehensive Testing
- Probes
- Detailed Mapping
- Long Term Monitoring
- Detailed Mapping
- Emergency Interventions [as needed]
- Treatment[s]
- Visitor Visitation Patterns





REIMAGINE *the*  
**ALAMO**

**ALAMO MASTER PLAN  
PRELIMINARY CONCEPTS**

30 November 2016

PDP

**Fisher Heck**  
ARCHITECTS

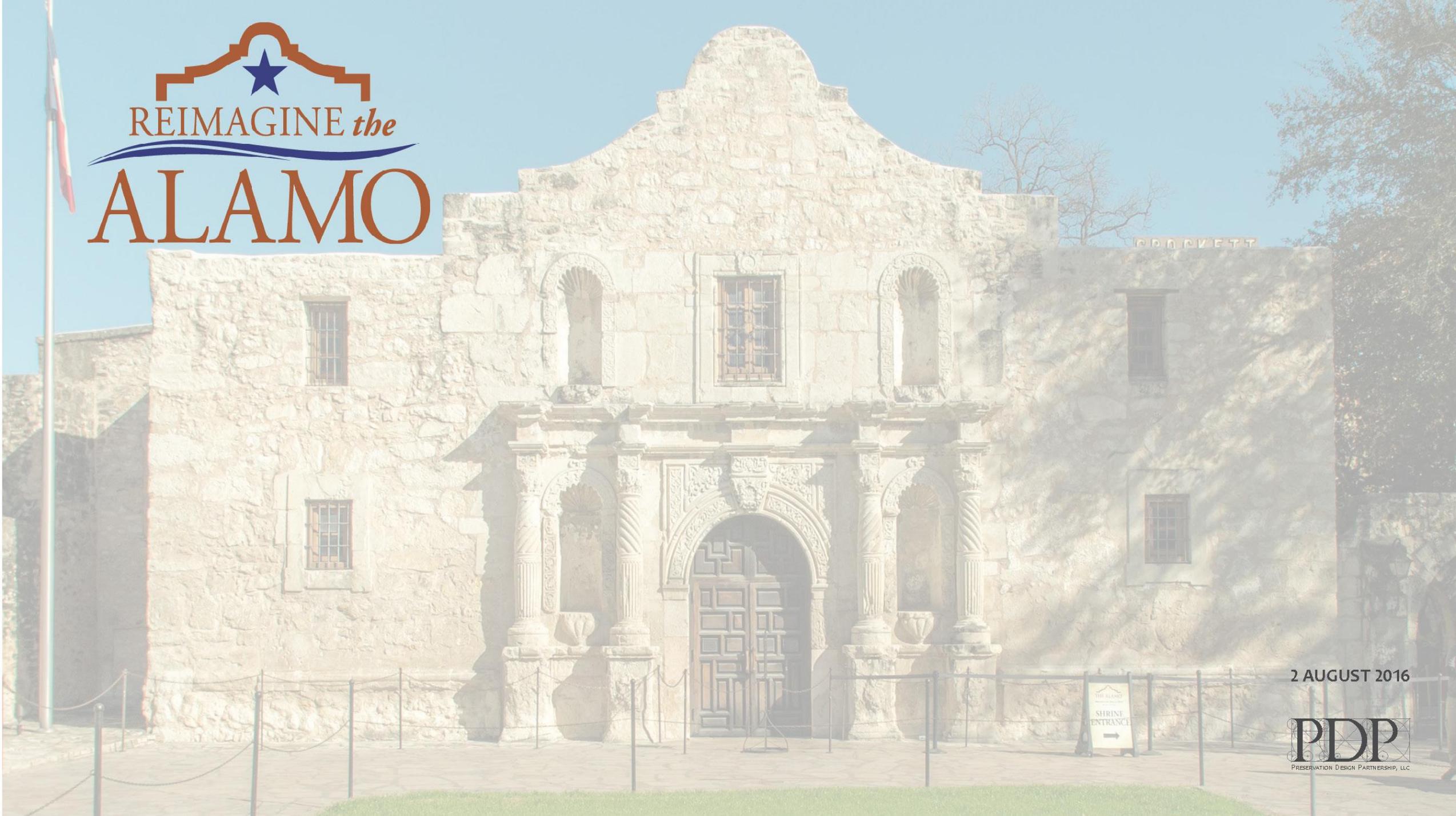
Heritage Landscapes LLC

RIALTO  
STUDIO

Arch. Mario Schjetman  
gdu  
Grupo de Diseño Urbano

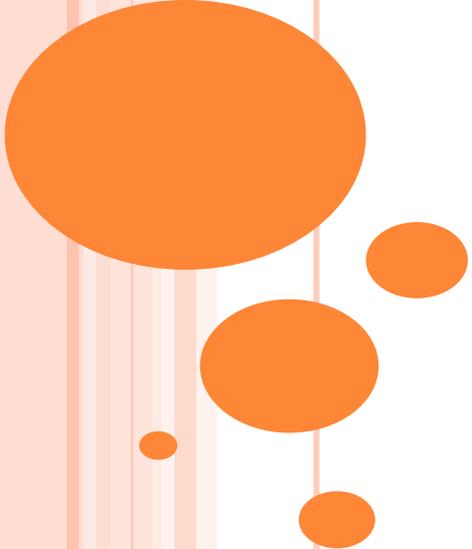


REIMAGINE *the*  
**ALAMO**



2 AUGUST 2016

**PDP**  
PRESERVATION DESIGN PARTNERSHIP, LLC



# ALAMO PLAZA ADVISORY COMMITTEE

November 10, 2015

# ALAMO PLAZA ADVISORY COMMITTEE MEMBERS

<b>CM Diego Bernal</b>	Tri-Chair	<b>Roger Perez</b>	District 1
<b>Marise McDermott</b>	Tri-Chair	<b>Anthony Edwards</b>	District 2
<b>Sue Ann Pemberton</b>	Tri-Chair	<b>Patricia Mejia</b>	District 3
<b>Howard Peak</b>	1994 Alamo Plaza Study Committee	<b>Rudolph F. Rodriguez</b>	District 4
<b>Ramon J. Vasquez</b>	History/Archaeology	<b>Gabe Farias</b>	District 5
<b>Dr. Steve Tomka</b>	History/Archaeology	<b>Rudi Rodriguez</b>	District 6
<b>Dr. Sharon Skrobarcek</b>	History/Archaeology	<b>Ed Torres</b>	District 7
<b>Larry L. Laine</b>	State of Texas Designee	<b>Boone Powell</b>	District 8
<b>Mardi Arce</b>	Federal Government Designee	<b>Bill Brendel</b>	District 9
<b>Frank Ruttenberg</b>	Private Property Owner	<b>Jack Judson</b>	District 10
<b>Davis Phillips</b>	Tourism Designee		



# VISION

## Engage

- Engage local residents and visitors in ways to 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 and 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 history

- 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 and 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



# Working with a Strong Vision Statement

## *Vision*

- Personally engage local residents and visitors
- Tell the story of Alamo, including:
  - the settlement of entire San Antonio area
  - the headwaters of the San Antonio River
  - the acequias
  - Missions Espada, San Juan, San Jose and Concepcion and Rancho de Los Cabras
- Tell the story of the Battle of the Alamo and its impact on the:
  - Republic of Texas
  - City of San Antonio
  - State of Texas
  - United States of America
- international community
- Interpret the diverse cultures that contributed to the story of the Alamo
- Provide a world class experience befitting the Alamo and the WHS status of the 5 missions

## *Guiding Principles*

- Tell the whole history of the site.
- Establish a single steward of public and private interests to implement a sustainable business model.
- Preserve and interpret the site based on historic and archeological evidence.
- Embrace intellectual, experiential and physical accessibility.
- Balance scholarship, historical context, folklore and myth to form an engaging visitor experience.
- Create a premier visitor experience through physical space and interpretation.
- Embrace the continuum of history to foster understanding and healing.
- Enhance connectivity and wayfinding to and from the Alamo Complex and Plaza with key access points, the river, neighborhoods, La Villita, the cathedral, other plazas
- Provide an expanded visitor experience including all five missions and their original support structure

# Master Plan

*A comprehensive document that sets out an overall strategy to address today's challenges and future possibilities.*

- Based upon a clear understanding of the past and existing conditions
- Informed by input and shared ideas from professionals, stakeholders and the public
- Presents a clear vision of the future in a concise manner



# Master Plan

*A comprehensive document that sets out an overall strategy to address today's challenges and future possibilities.*

1. Discovery
2. Issues
3. Development of Options
4. Preferred Options
5. Draft Plan
6. Final Plan



# Master Plan

*A comprehensive document that sets out an overall strategy to address today's challenges and future possibilities.*

- 1. Discovery**
2. Issues
3. Development of Options
4. Preferred Options
5. Draft Plan
6. Final Plan



***From The Solicitation → To The Meeting Today***

## About PDP

- Nationally recognized planning, design and architecture practice specializing in heritage planning & design



Independence Hall, Philadelphia, PA

## About PDP

- Nationally recognized planning, design and architecture practice specializing in heritage planning & design
- Established in 1995



Virginia State Capitol, Richmond, VA

## About PDP

- Nationally recognized planning, design and architecture practice specializing in heritage planning & design
- Established in 1995
- Reorganized in 2010 to allow for a strategic expansion to pursue projects nationally and internationally



Vieux Carré Historic District, New Orleans, LA

## About PDP

- Nationally recognized planning, design and architecture practice specializing in heritage planning & design
- Established in 1995
- Reorganized in 2010 to allow for a strategic expansion to pursue nationally and internationally
- Successfully planned, designed and delivered in multiple States and the District of Columbia



City of St. Augustine, Florida

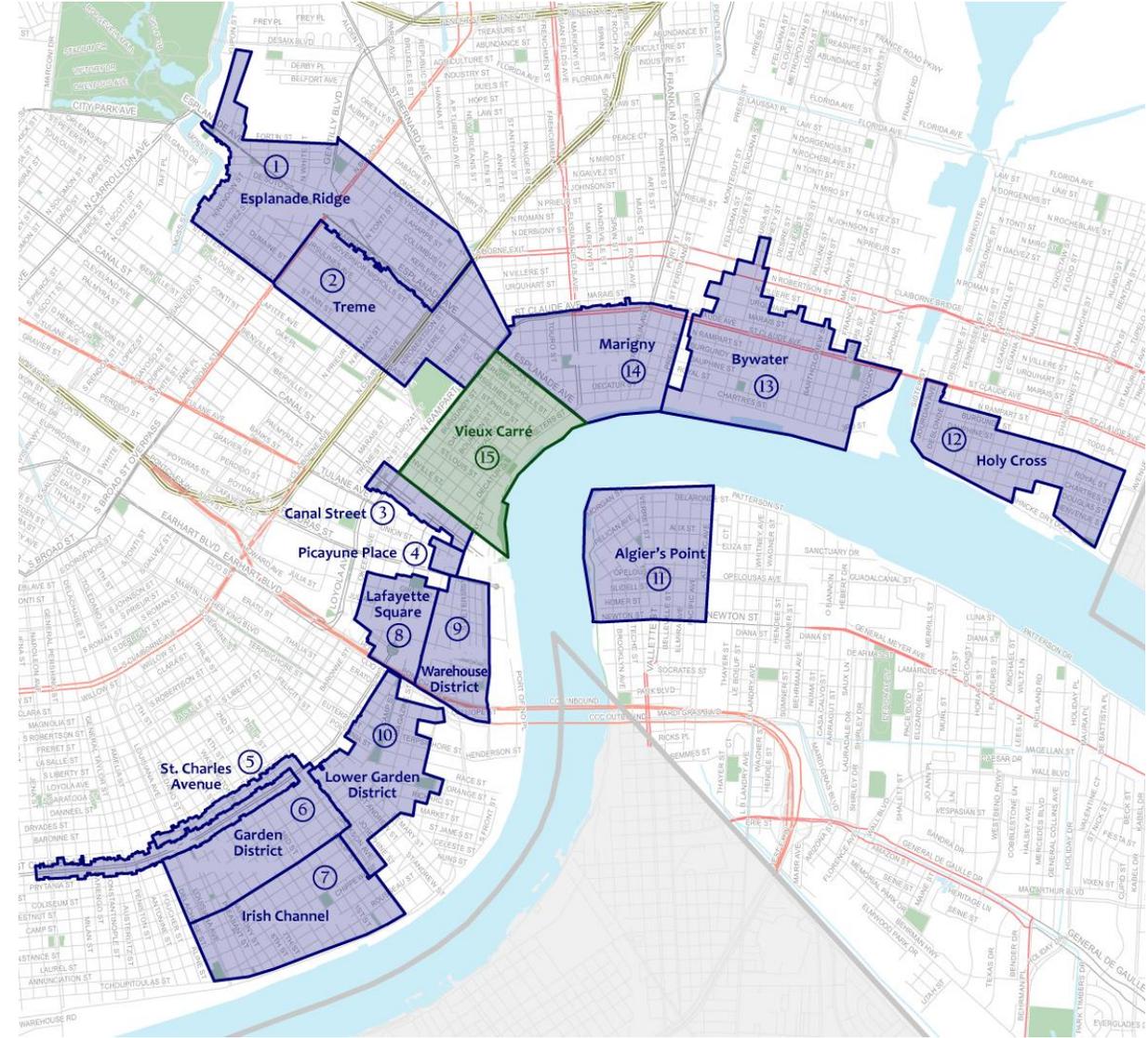
- Thought Leadership



Independence Hall, Philadelphia, PA

# What We Do

- Thought Leadership
- Master Planning / Architecture / Historic Preservation



City of New Orleans, LA

## What We Do

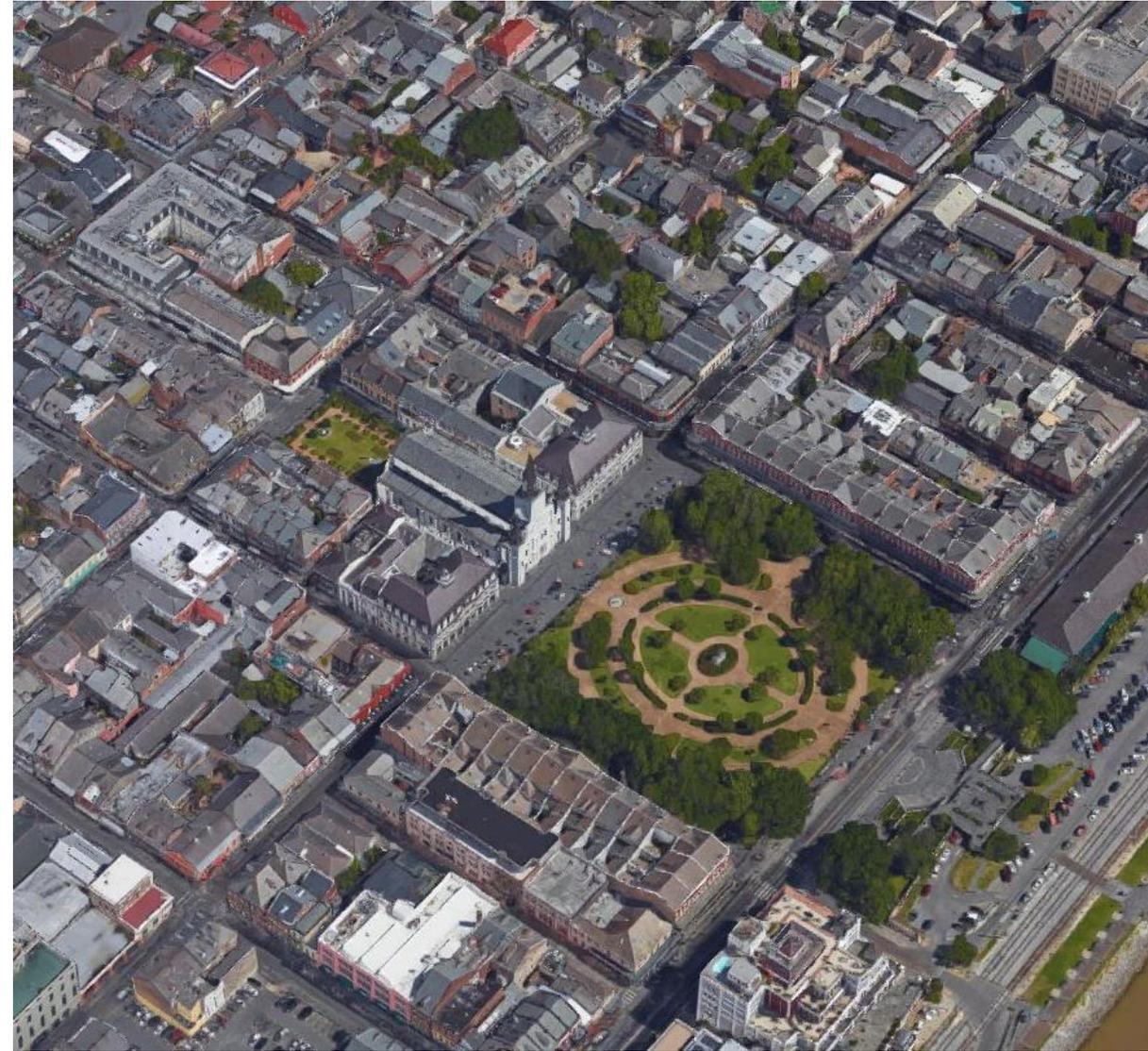
- Thought Leadership
- Master Planning / Architecture / Historic Preservation
- We work exclusively in historic settings



City of Portsmouth, NH

# What We Do

- Thought Leadership
- Master Planning / Architecture / Historic Preservation
- We work exclusively in historic settings
- From large urban projects to “jewel interventions”



Vieux Carré Historic District, New Orleans, LA

# What We Do

- Thought Leadership
- Master Planning / Architecture / Historic Preservation
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- From large urban projects to “jewel interventions”
- Nationally recognized architects, planners and preservation experts



Cincinnati Union Terminal

# What We Do

- Thought Leadership
- Master Planning / Architecture / Historic Preservation
- We work exclusively in historic settings
- From large urban projects to “jewel interventions”
- Nationally recognized architects, planners and preservation experts
- Our work has been recognized with **over 40 national, regional, state and local awards of planning, design, architecture and preservation excellence**



St. Augustine, Florida

# What We Do

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- Master Planning / Architecture / Historic Preservation
- We work exclusively in historic settings
- From large urban projects to “jewel interventions”
- Nationally recognized architects, planners and preservation experts
- Our work has been recognized with **over 40 national, regional, state and local awards of planning, design, architecture and preservation excellence**
- Our hallmark is working in historic iconic settings throughout the US



Virginia School for the Deaf and Blind

## THOUGHT LEADERSHIP Master Planning / Architecture / Historic Preservation



**George C. Skarmneas**  
PhD, AIA, FAPT, NCARB, AICP



**Dominique M. Hawkins**  
AIA, NCARB, LEED AP

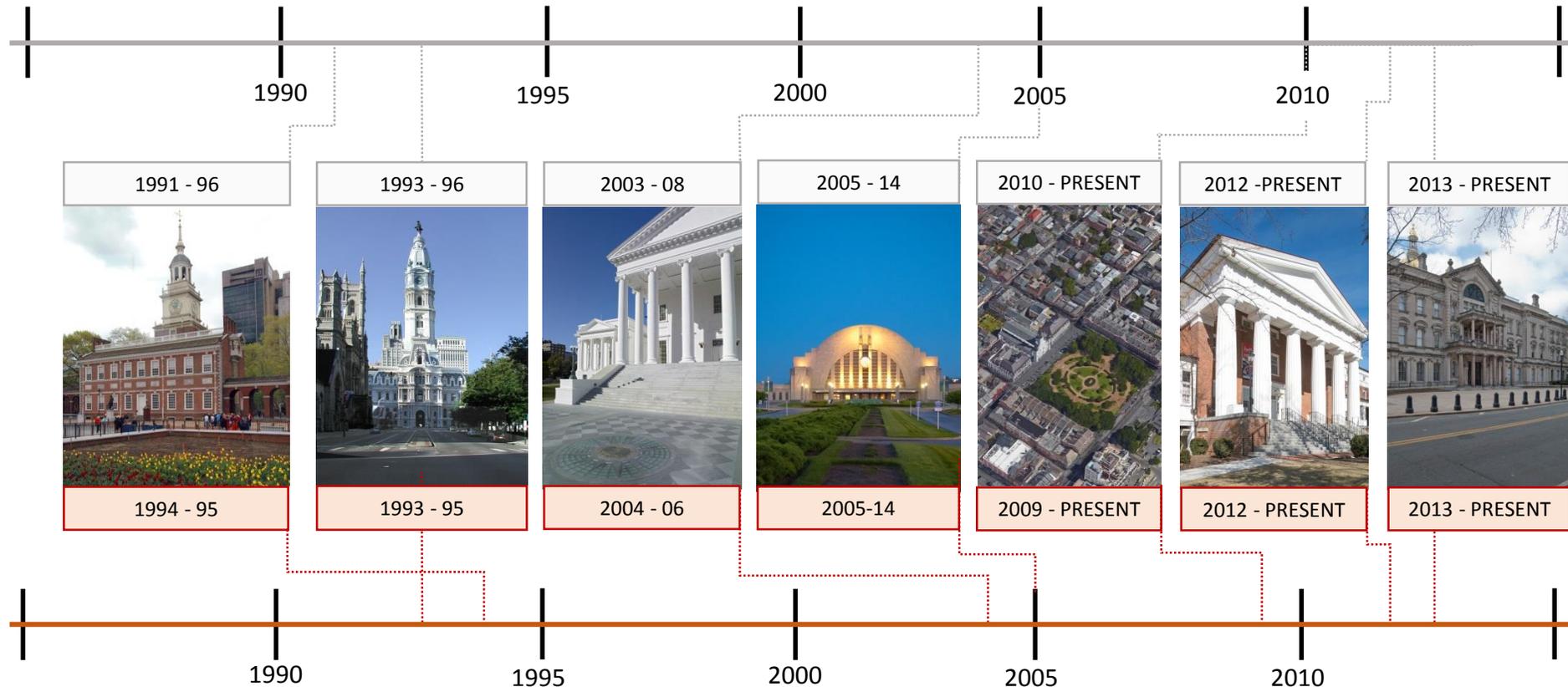
# Project Leadership Team

## GEORGE C. SKARMEAS

- Nationally recognized “Thought Leader” and preservation planner
- His work has been recognized with over 35 national, regional, state and local awards of planning, design and preservation excellence
- From **Independence Hall** to the **US Supreme Court** and from the **Virginia Capitol Square** to the **New Jersey Executive State House**

## DOMINIQUE M. HAWKINS

- Worked in some of the most historic communities in the US from New Orleans’ **Vieux Carré** to the City of St. Augustine, **America’s oldest city**
- Extensive experience in successfully managing large, complex, multi-discipline heritage planning & design projects
- Chaired Philadelphia Historical Commission’s Architectural Committee



# Our Approach

- Is Based on:
  - ✓ Historic Research
  - ✓ Evidence
  - ✓ Scientific Analysis
- Understanding the “Stories”:
  - ✓ The site and the buildings will give us the right answers
- Clear Guiding Principles:
  - ✓ Authenticity
  - ✓ Integrity
  - ✓ Reversibility
- Creating Long Term Value
  - ✓ Sensible, Sensitive, Sustainable
  - ✓ Timeless and Iconic
- **Public Engagement**



# Our Team: Contracted and Proposed Professionals



Welsh Color & Conservation, Inc.  
Analysis of Historic Paints and Wallpapers



# Our Team: Contracted and Proposed Professionals



**Fisher Heck**  
ARCHITECTS



Heritage  
Landscapes  
Preservation Landscape  
Architects & Planners



 **Silman**

WATSON & HENRY  
ASSOCIATES  
ARCHITECTS • PLANNERS • ENGINEERS

**GW**



Welsh Color & Conservation, Inc.  
Analysis of Historic Paints and Wallpapers

**ARUP**

**GSLD**

**INTERNATIONAL  
CONSULTANTS, INC.**

# Our Team: Contracted and Proposed Professionals



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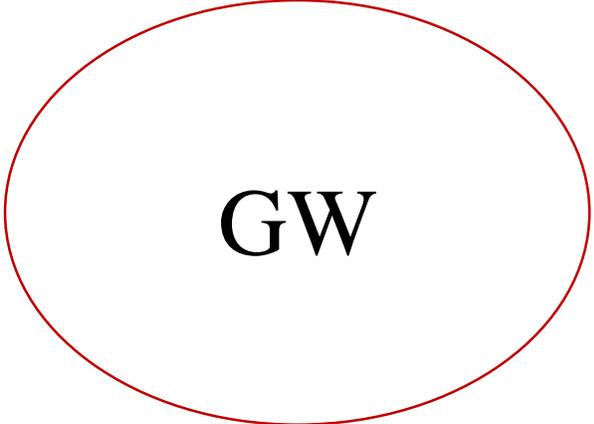
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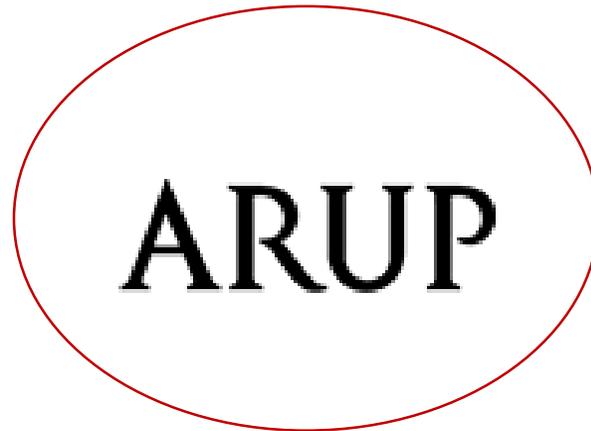
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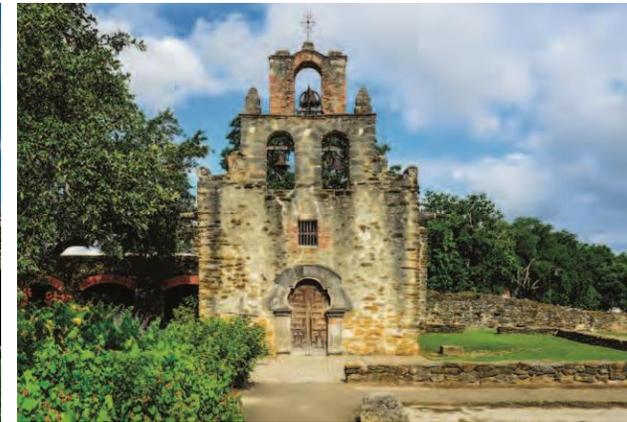
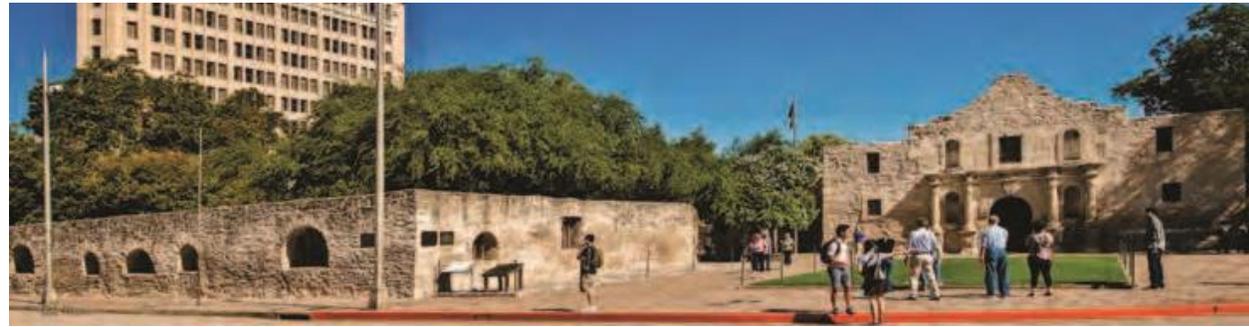
## Project Vision

- A transformational experience
- Properly presenting multiple all the “stories”
- Recognizing and respecting sacrifices and loss of lives
- Celebrating the birth of the Great State of Texas
- Creating an international destination
- Achieving a delicate balance



# It Is a World Heritage Site!

- The highest standards of Heritage Planning & Design are to be observed
- All cultural layers and stories are to be understood and presented
- **Authenticity, integrity and reversibility** for all planning and design decisions
- No conjecture
- Sensible, sensitive and sustainable solutions of long lasting value



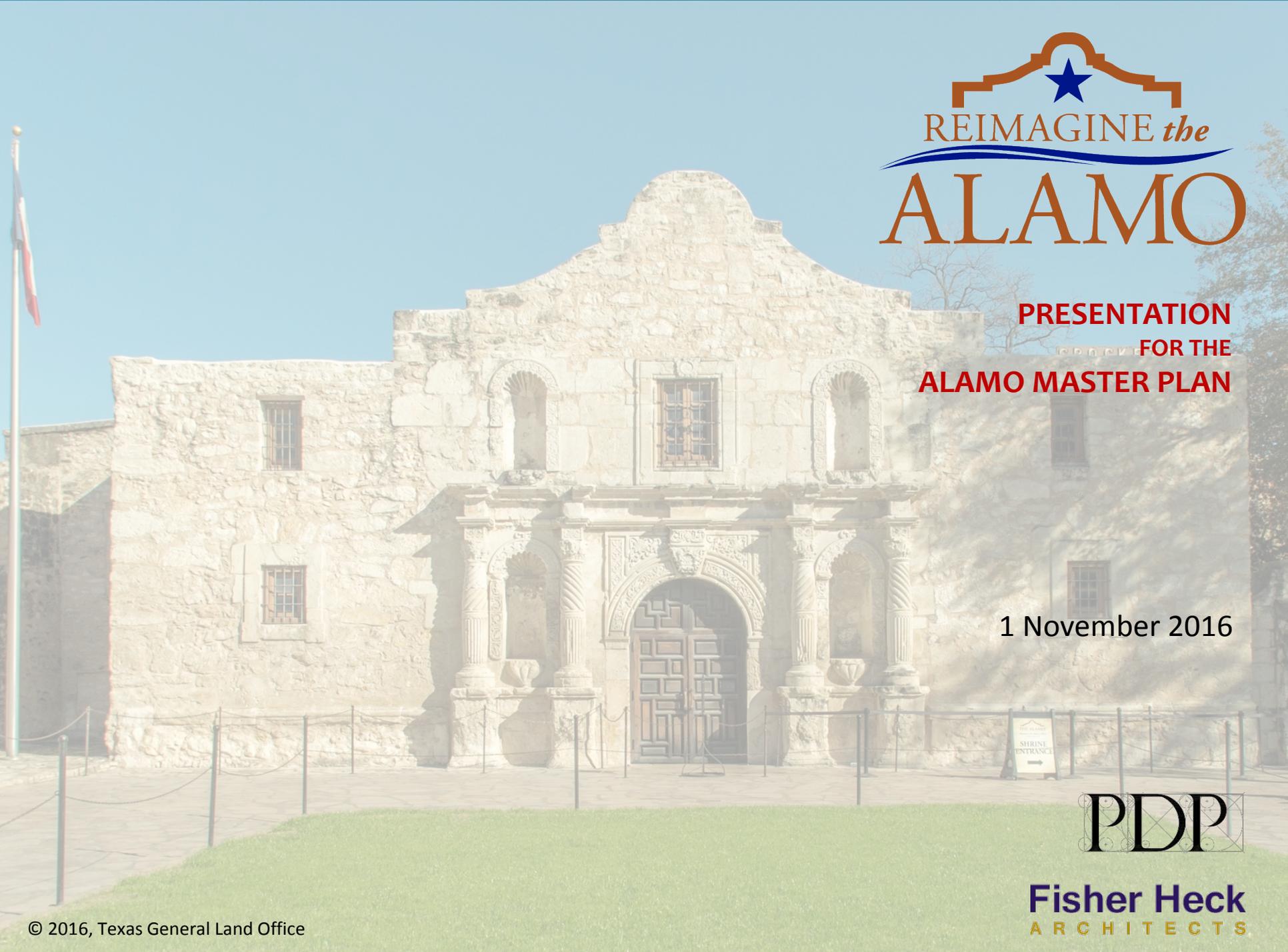
A black and white photograph of the Alamo building facade. The building is made of light-colored stone with a prominent central arched entrance. The entrance is flanked by two columns and has a decorative archway above it. There are several windows with bars on the upper level. A sign on the right side of the building reads "CROCKETT". In the foreground, there is a metal railing and a sign that says "SHRINE ENTRANCE" with an arrow pointing right. The text "We Have to [Re] Discover the Alamo Before We Are Able to [Re] Imagine it" is overlaid in red on the center of the image.

***We Have to [Re] Discover the Alamo Before  
We Are Able to [Re] Imagine it***

The background of the image is a photograph of the Alamo building in San Antonio, Texas. The building is a two-story stone structure with a prominent central entrance featuring a pedimented archway supported by columns. The facade is made of light-colored, rough-hewn stone. A flagpole with the American flag is visible on the left side. The sky is clear and blue. The text is overlaid in a semi-transparent white box in the center of the image.

***Thank You For Your Time***  
***We Welcome Your Comments***

**Contact Us**  
**ReimagineTheAlamo.org**  
**info@ReimagineTheAlamo.org**

The background of the slide is a photograph of the Alamo building in San Antonio, Texas. The building is a two-story stone structure with a prominent central entrance featuring a large archway supported by columns. Above the entrance is a smaller window with a decorative frame. The building's facade is made of light-colored stone blocks. In the foreground, there is a green lawn and a metal railing with a rope. A flagpole with the Texas state flag is visible on the left side of the image.

REIMAGINE *the*  
**ALAMO**

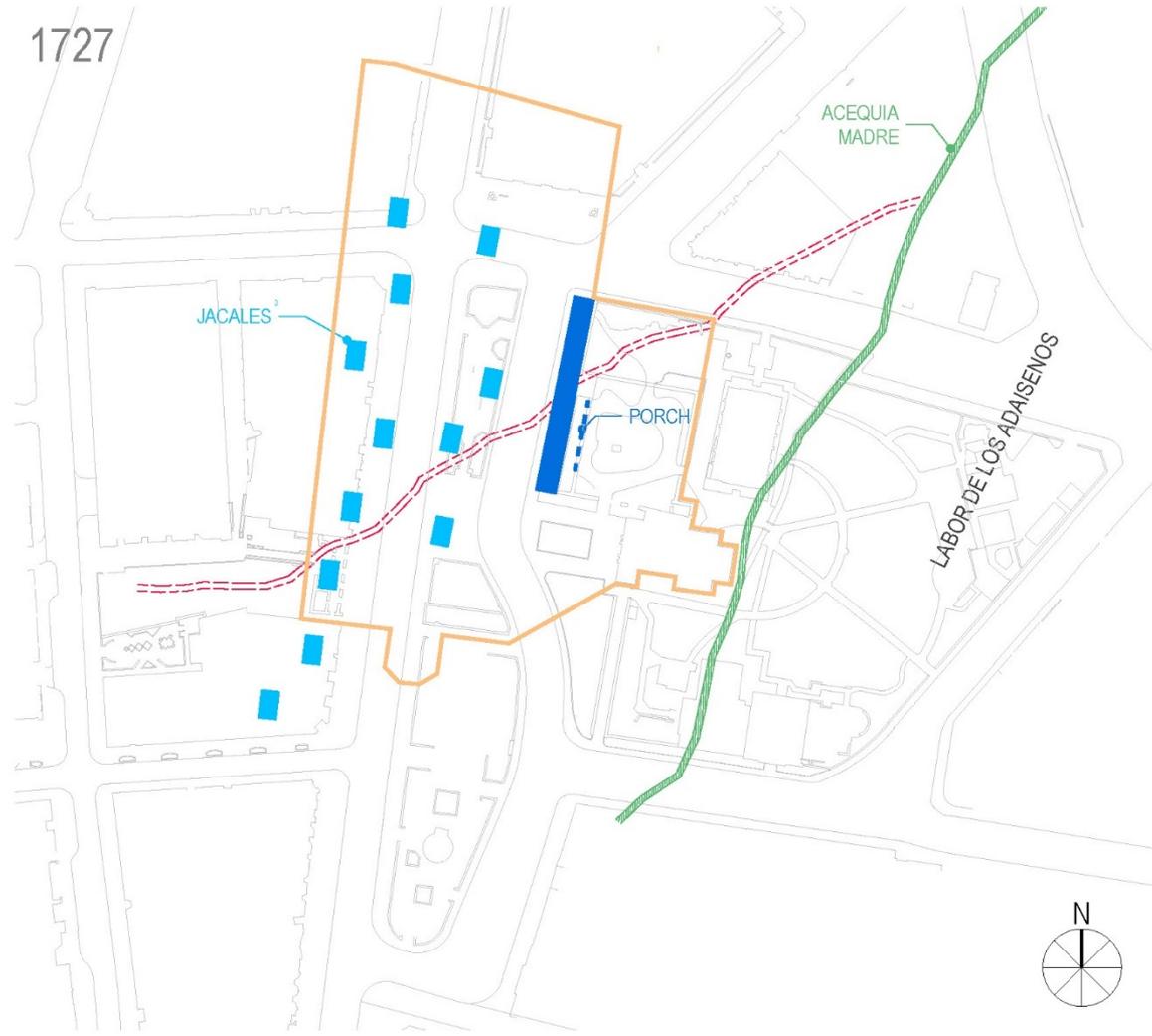
**PRESENTATION  
FOR THE  
ALAMO MASTER PLAN**

1 November 2016

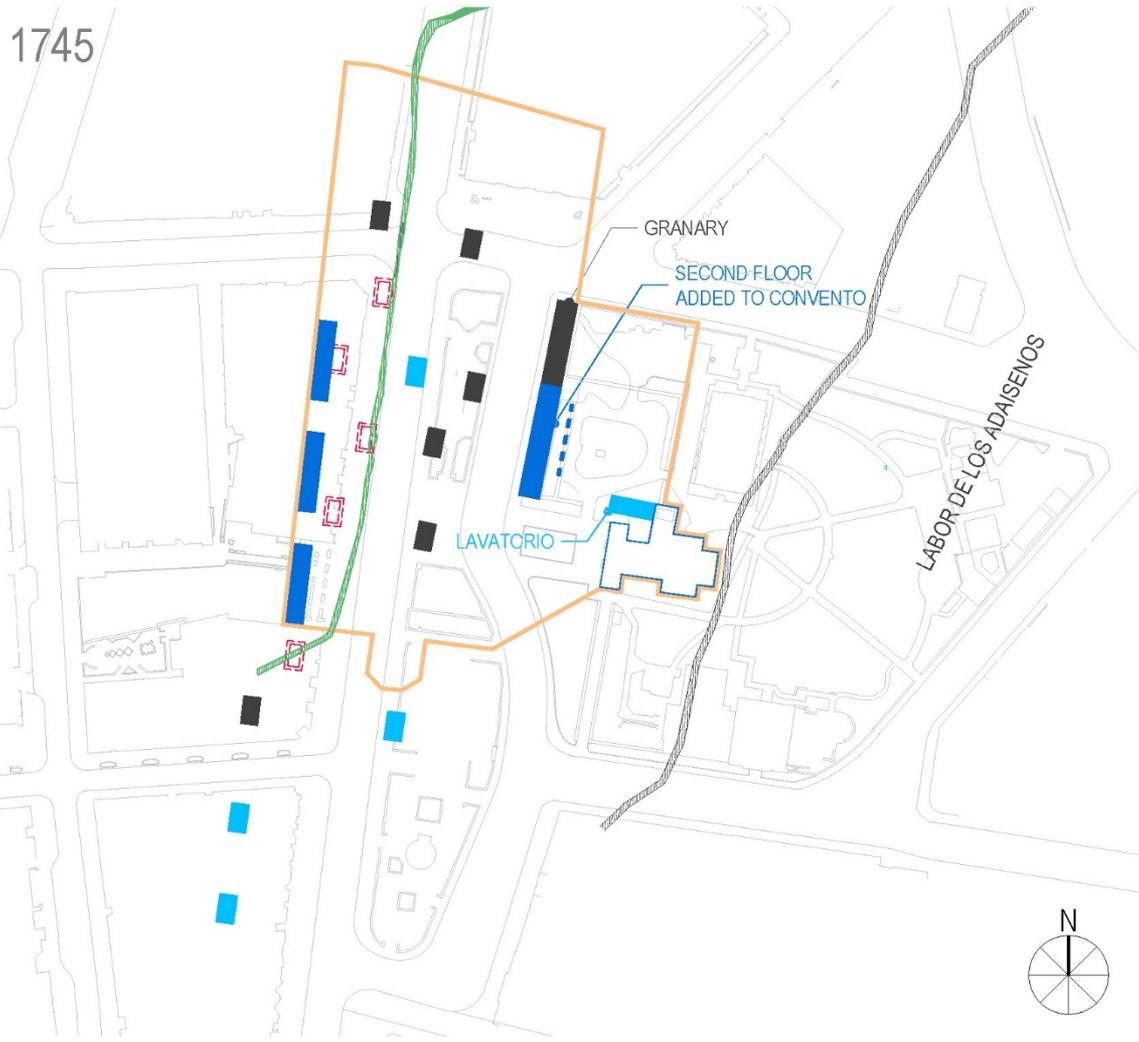
**PDP**

**Fisher Heck**  
ARCHITECTS

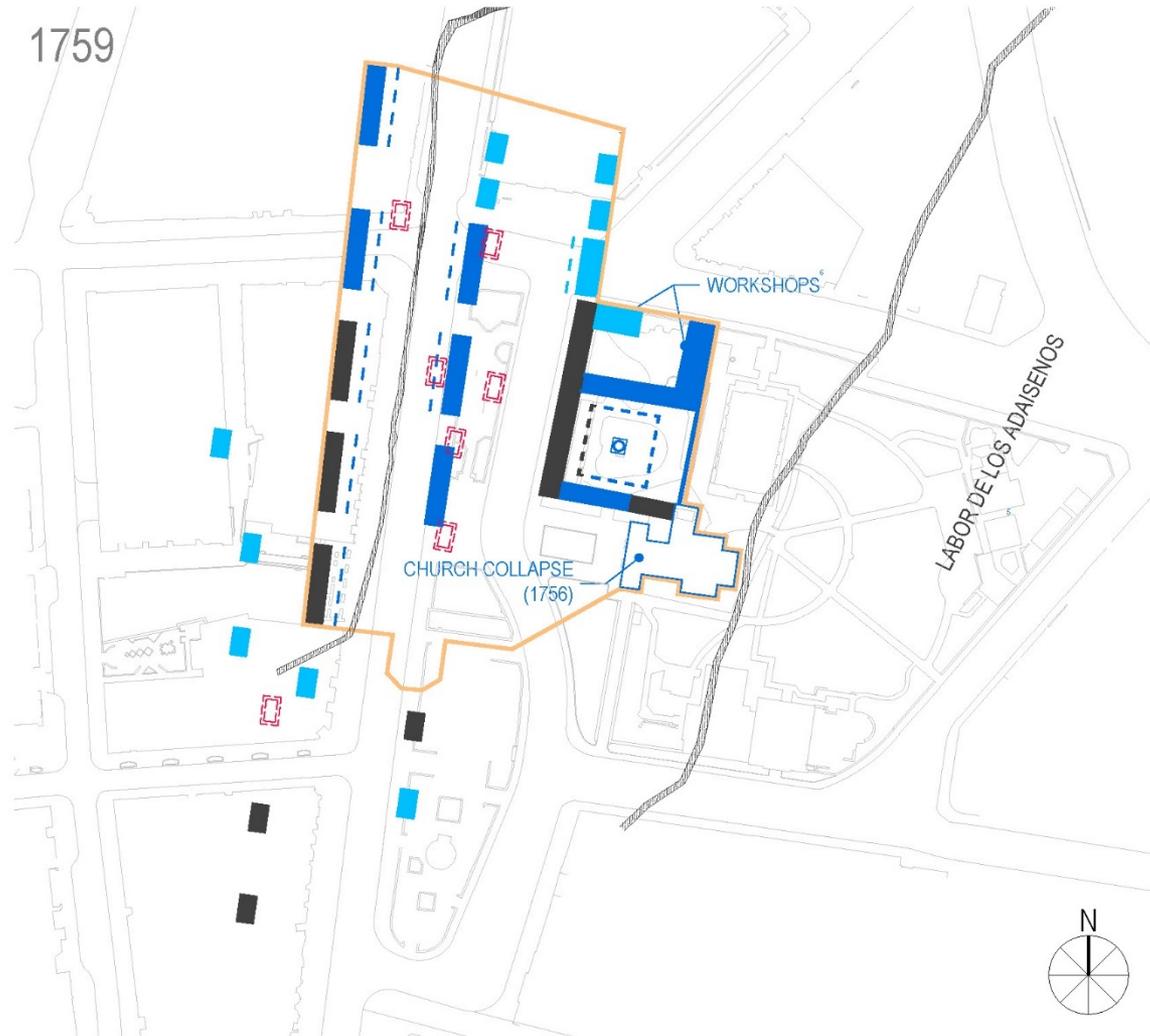
# Historic Evolution of Mission Compound



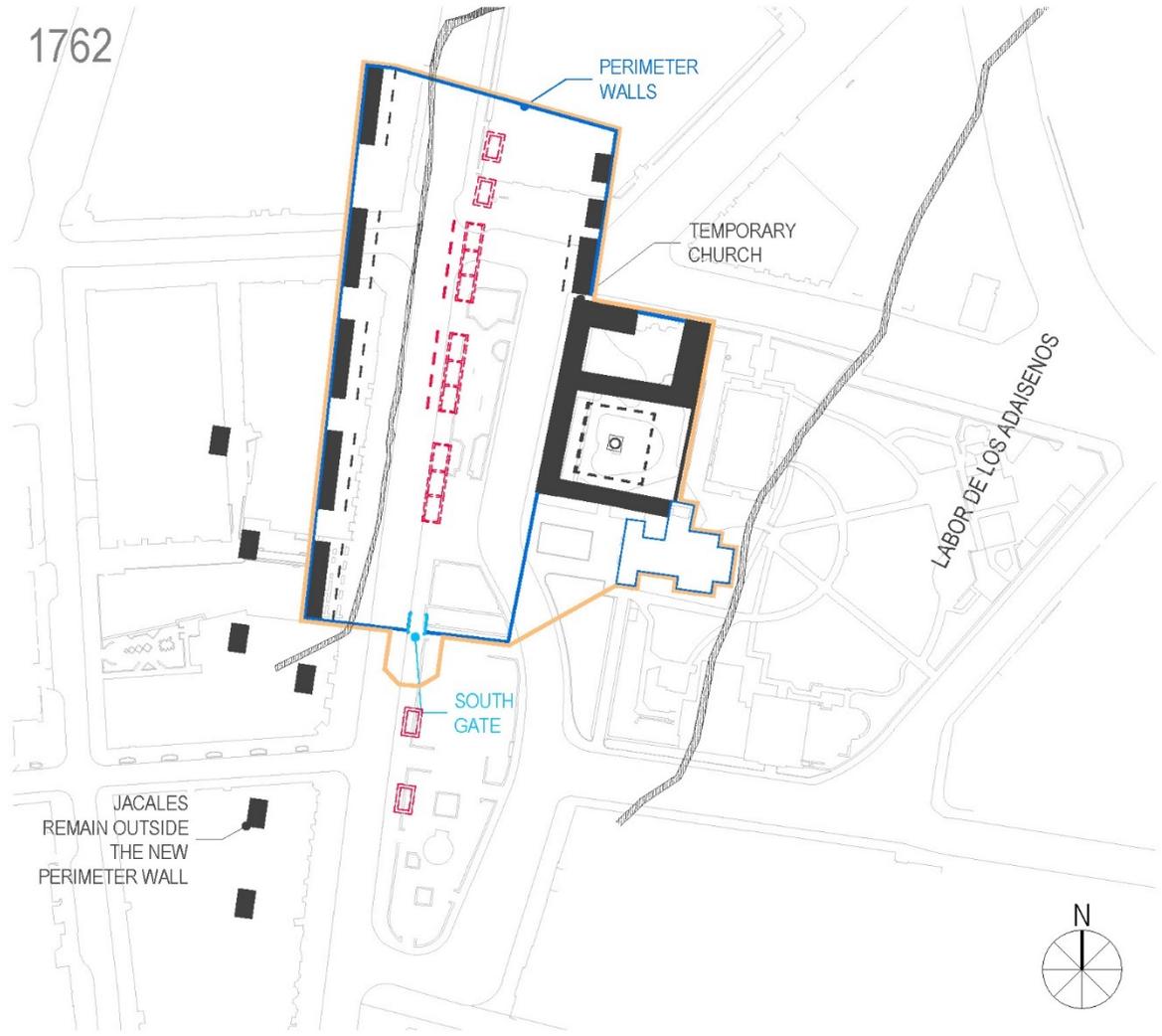
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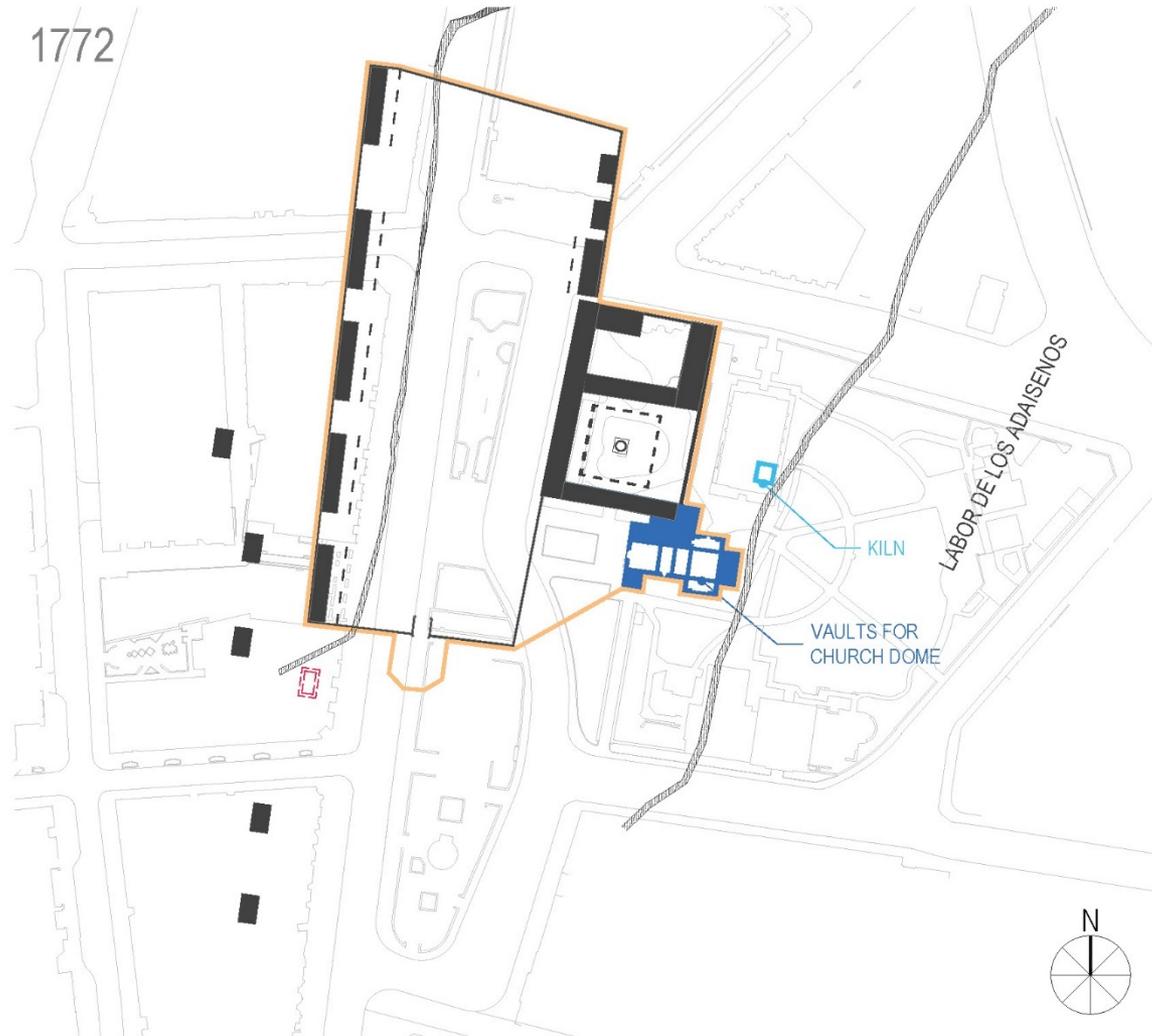
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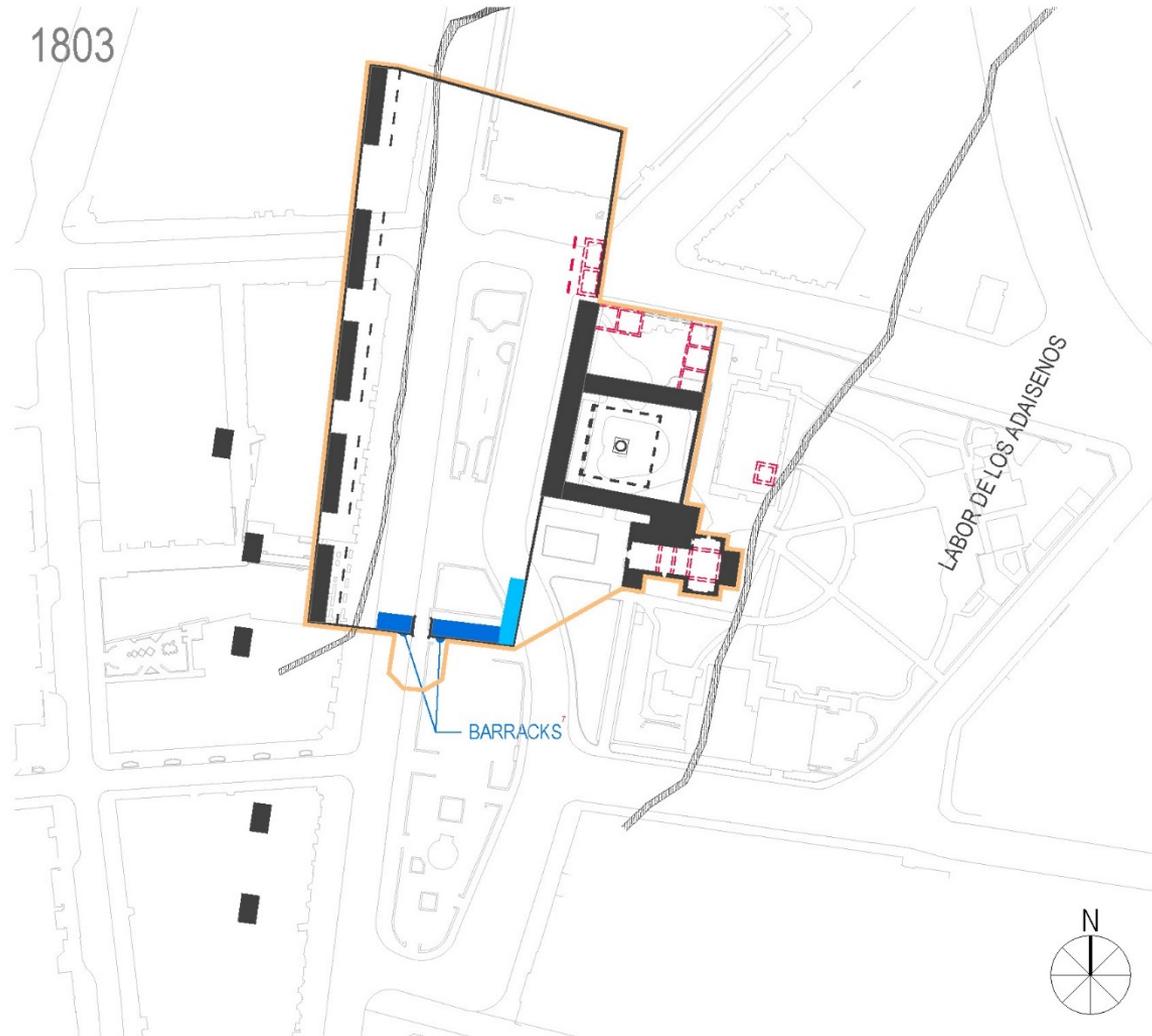
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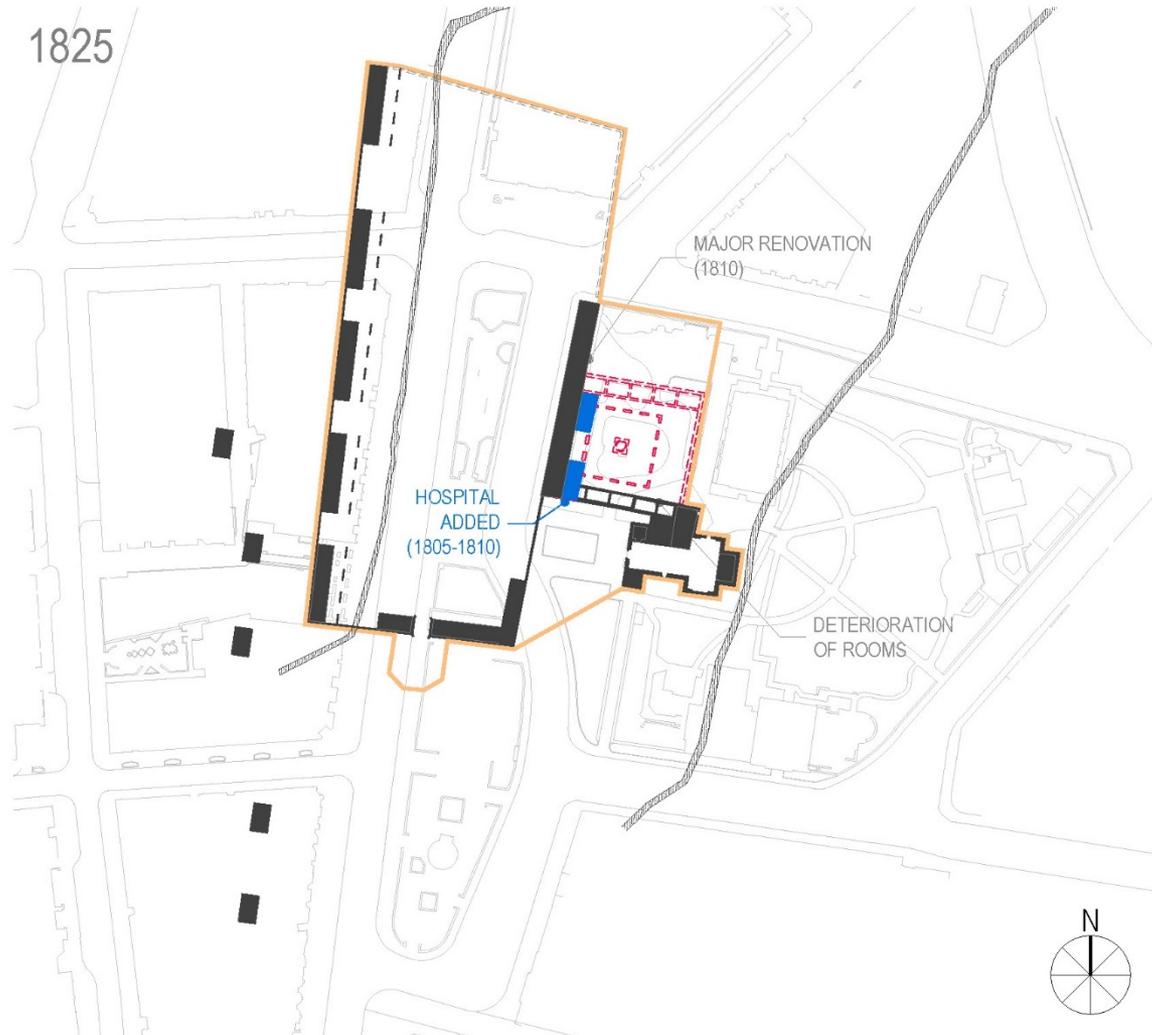
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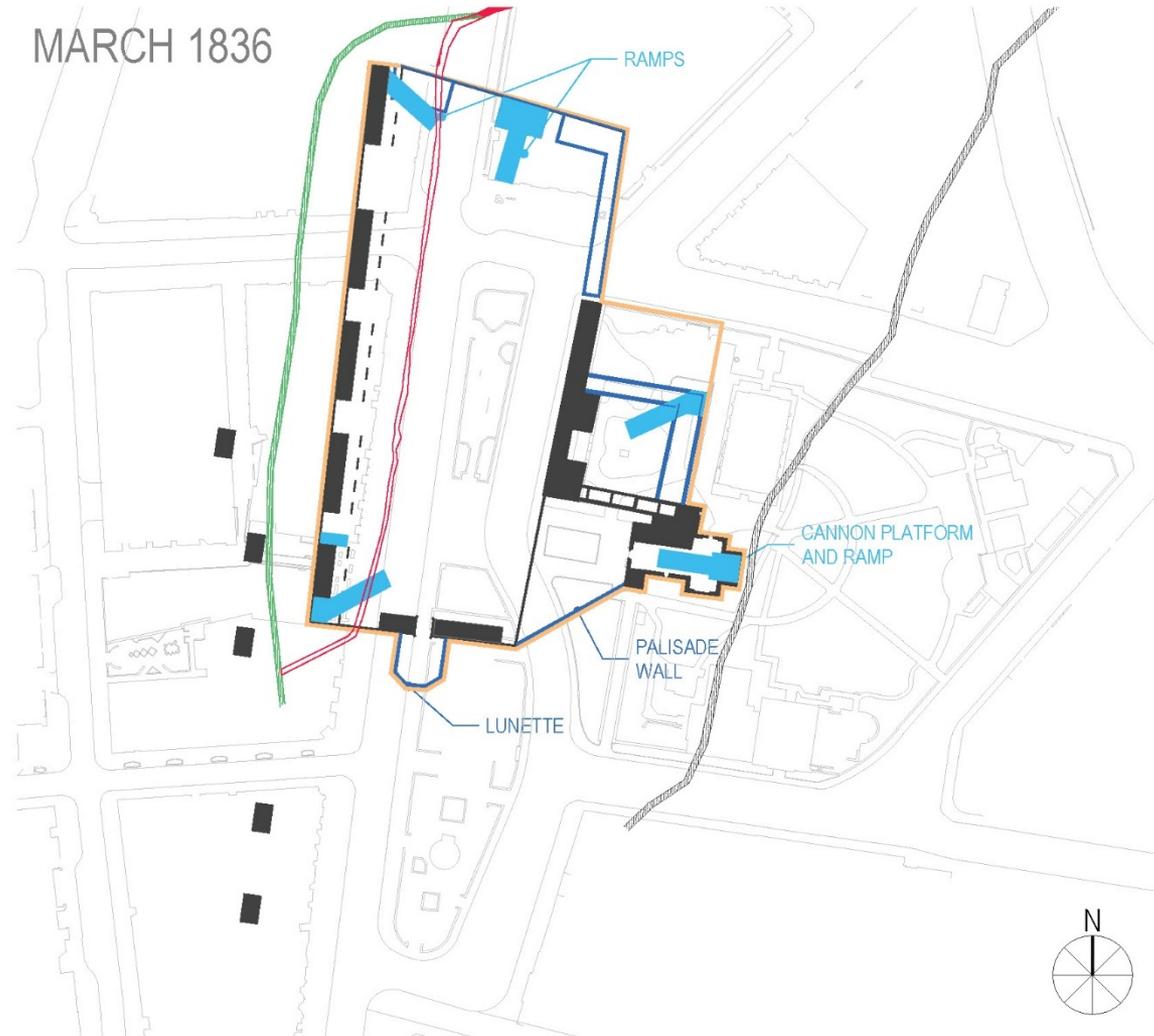
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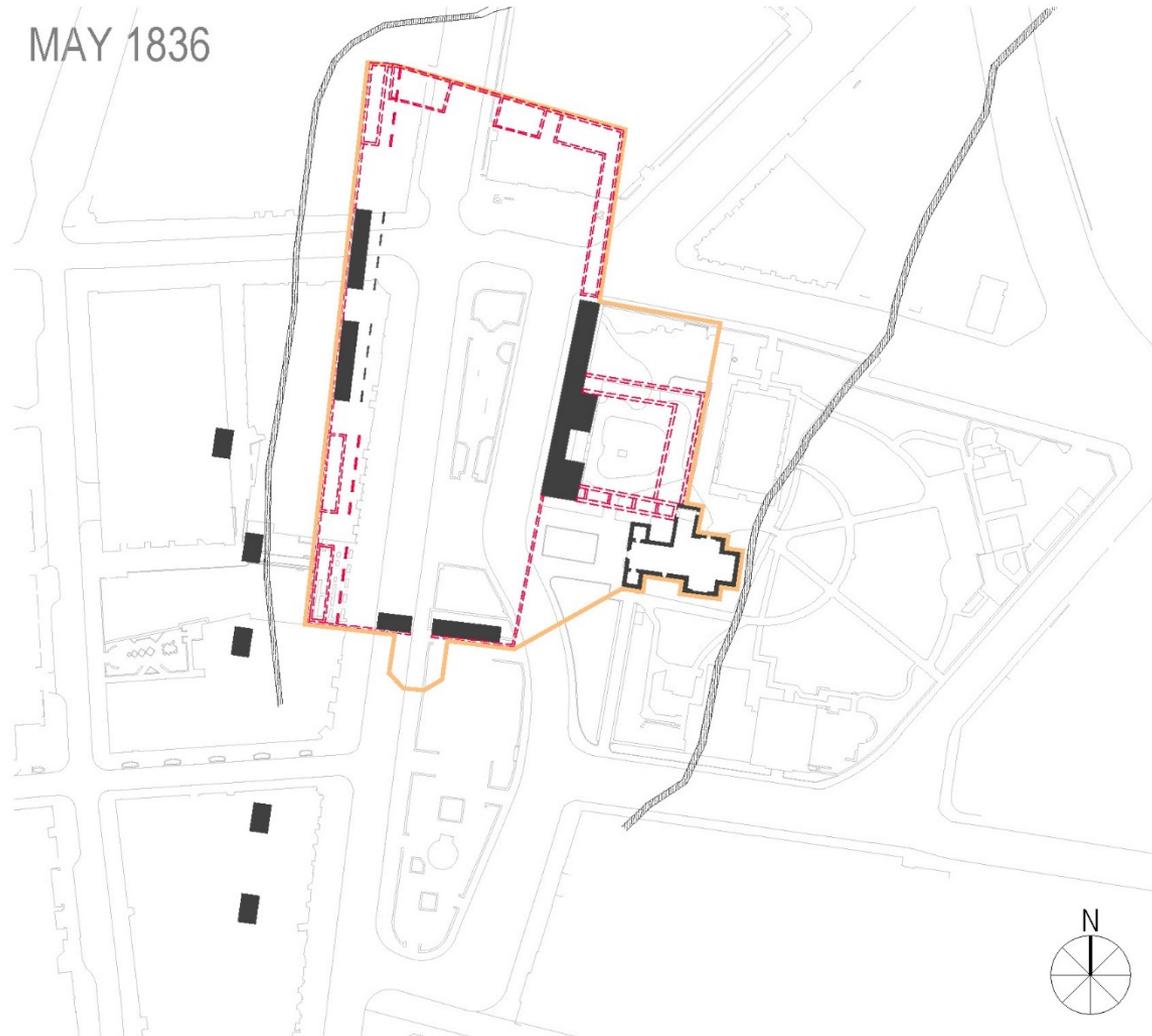
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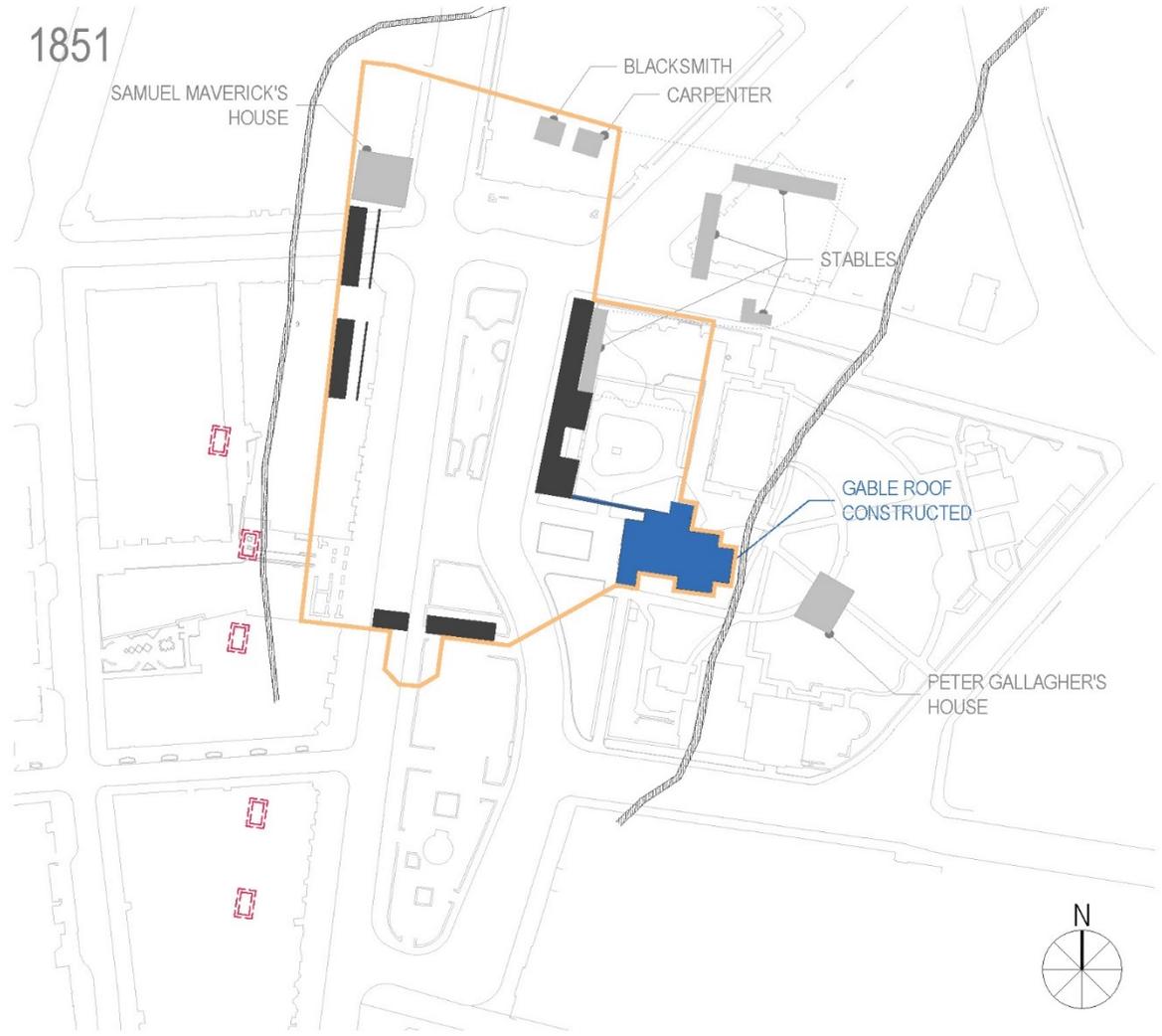
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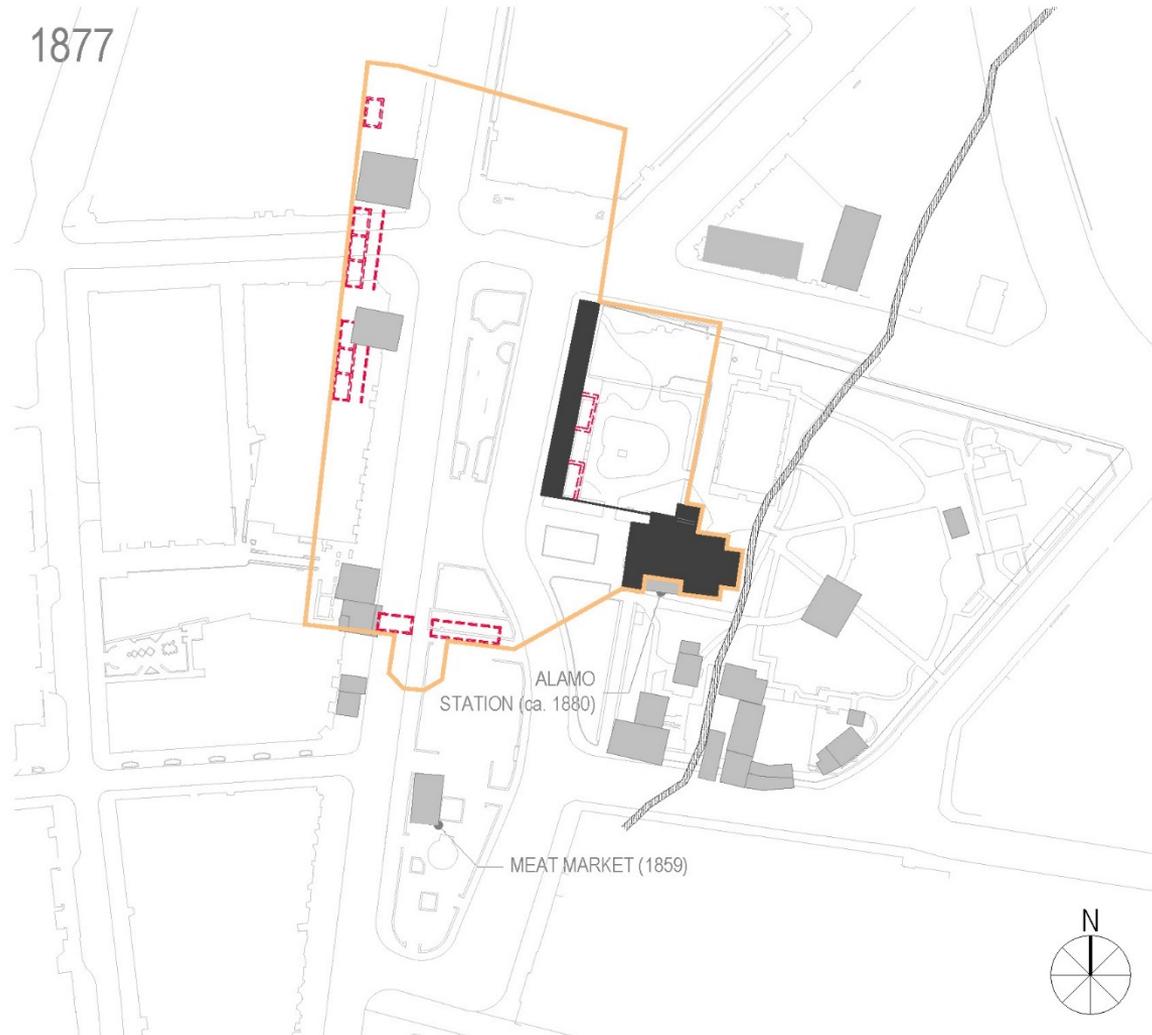
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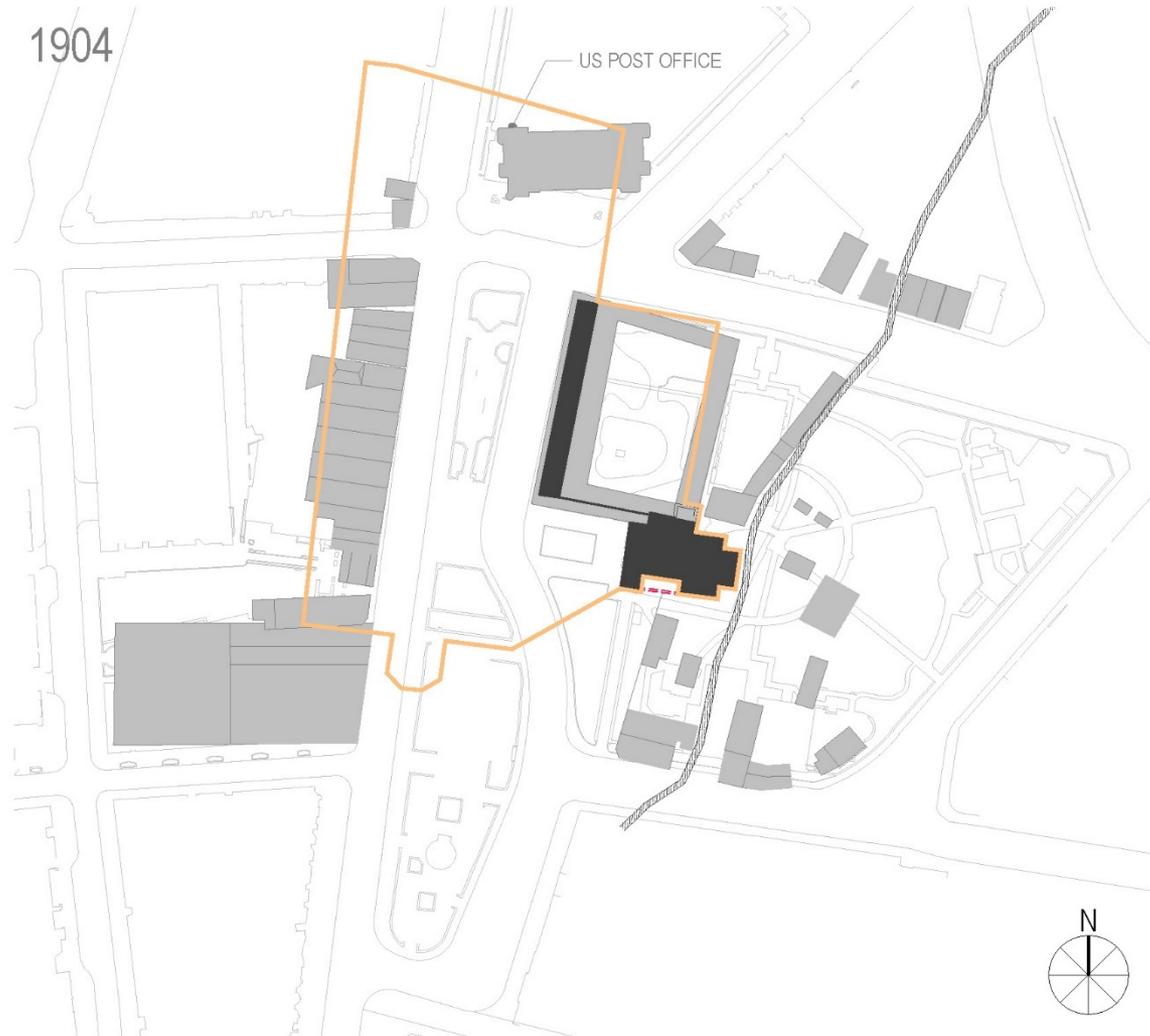
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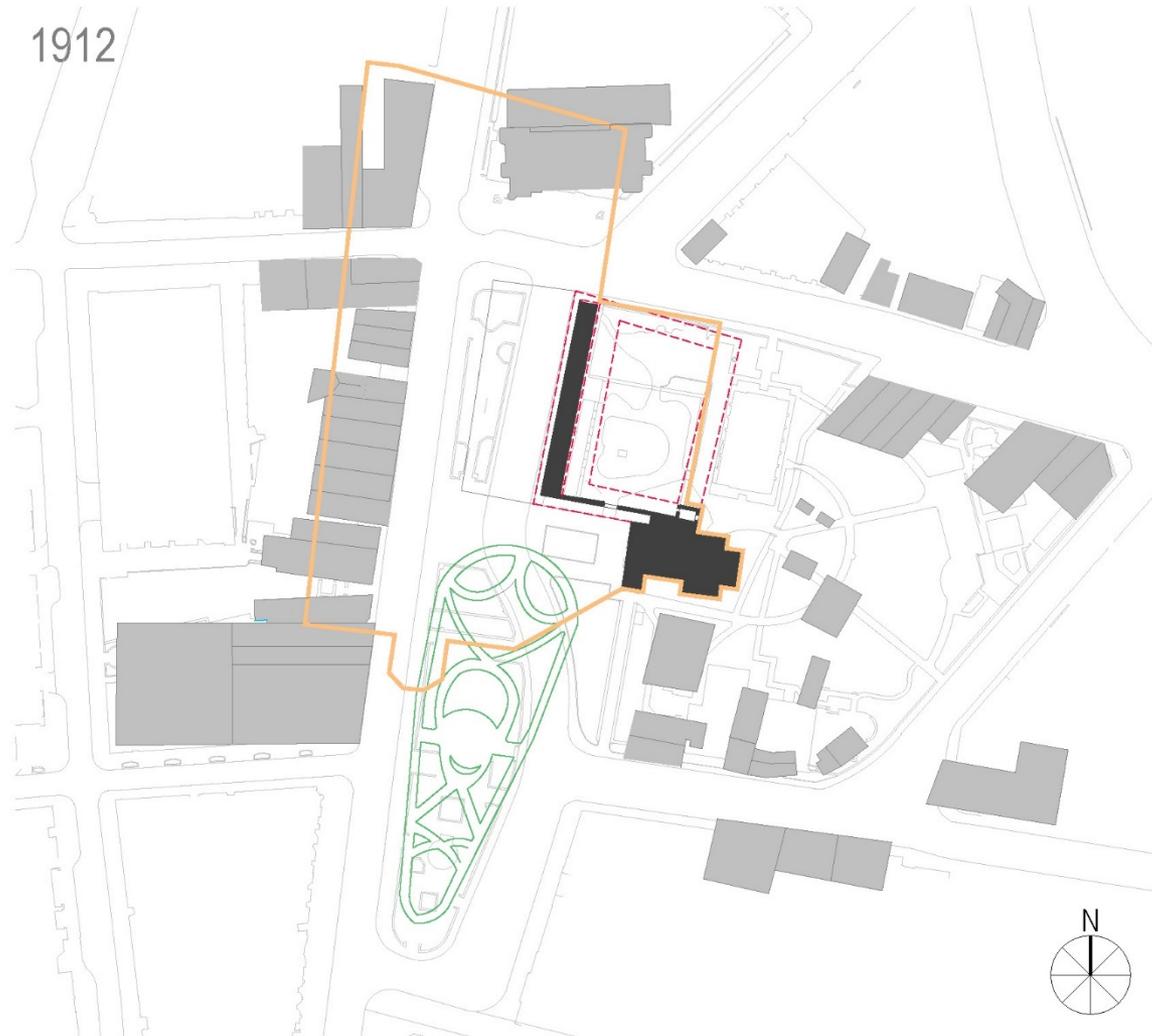
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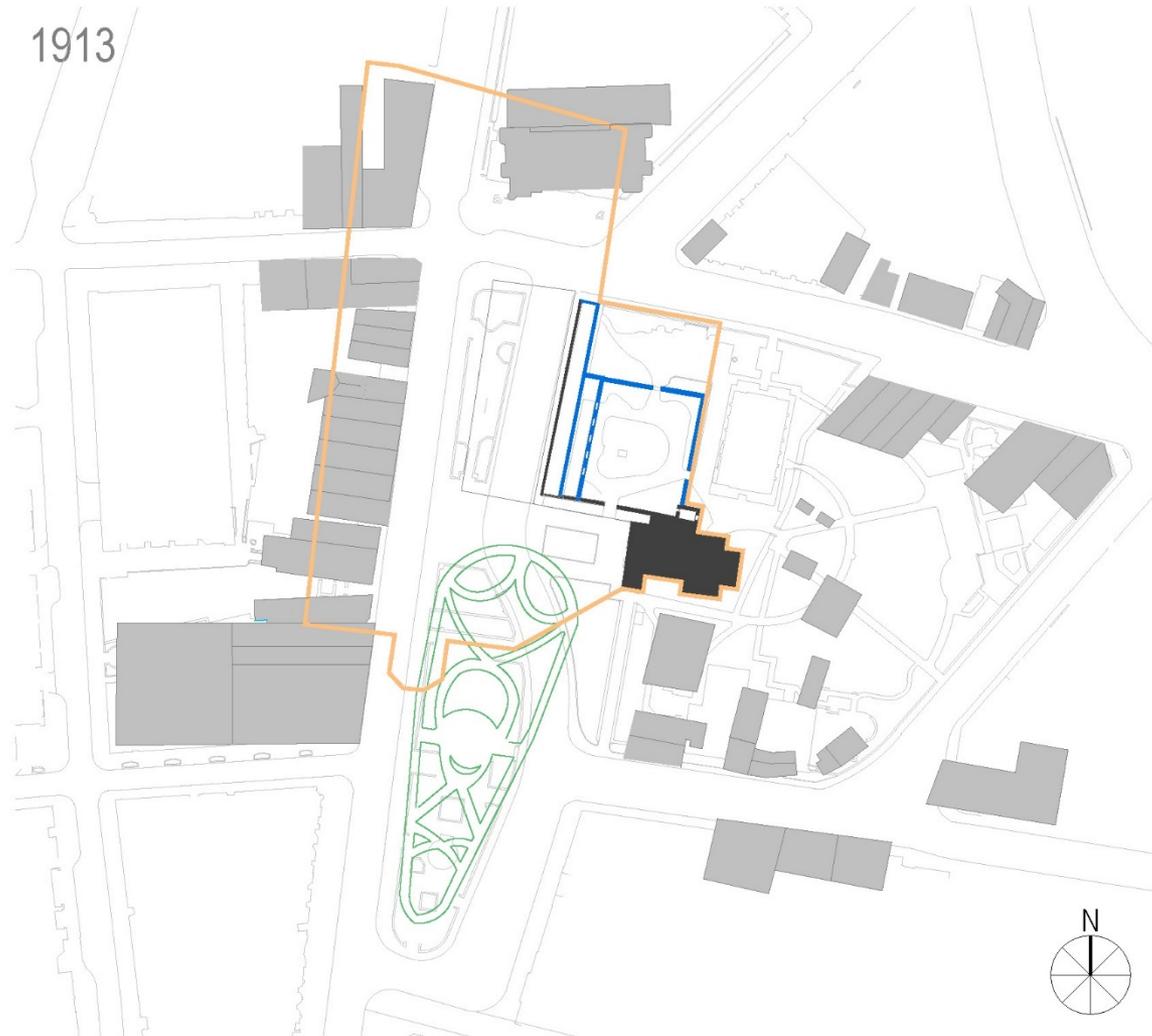
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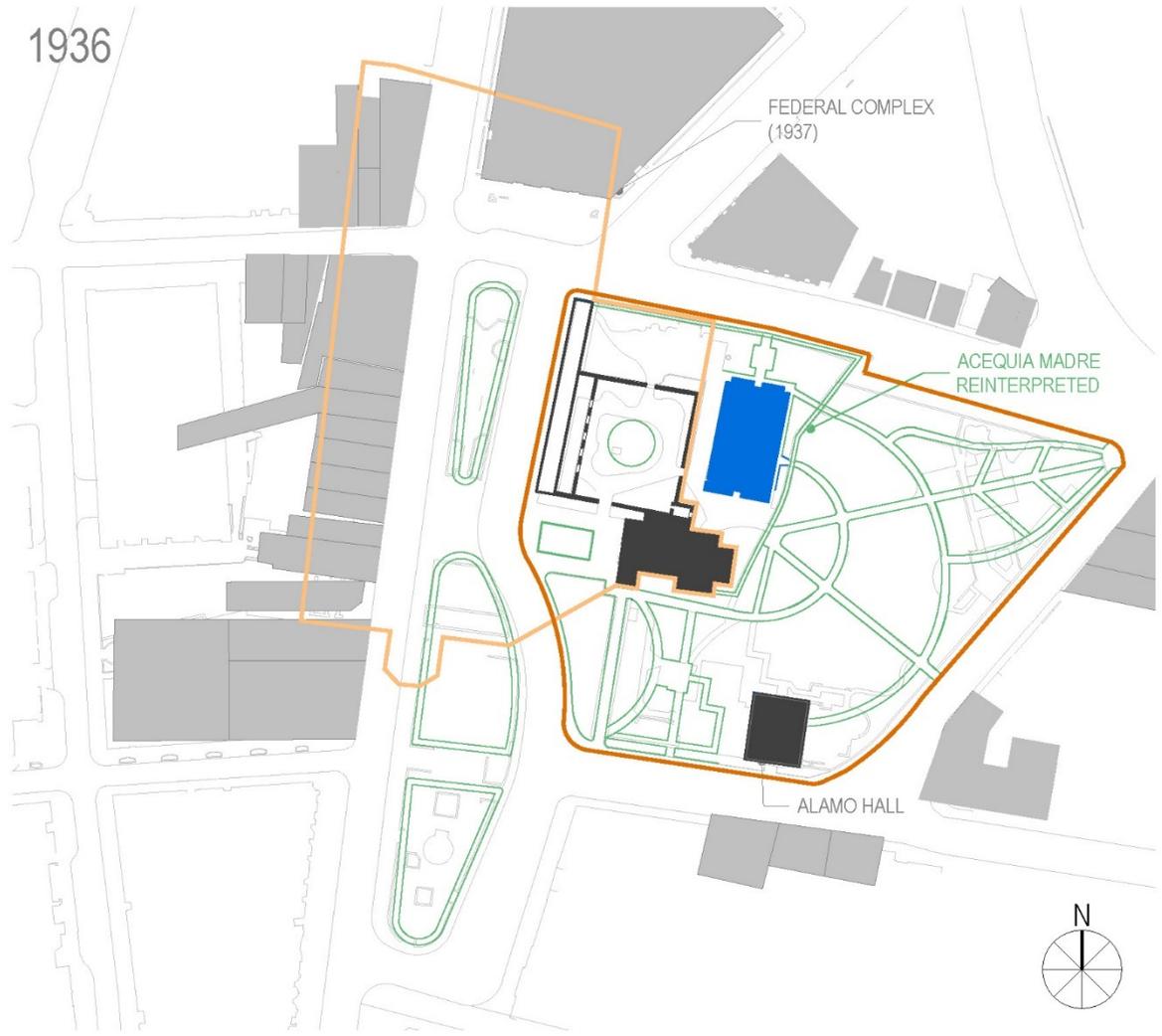
# Historic Evolution of Mission Compound



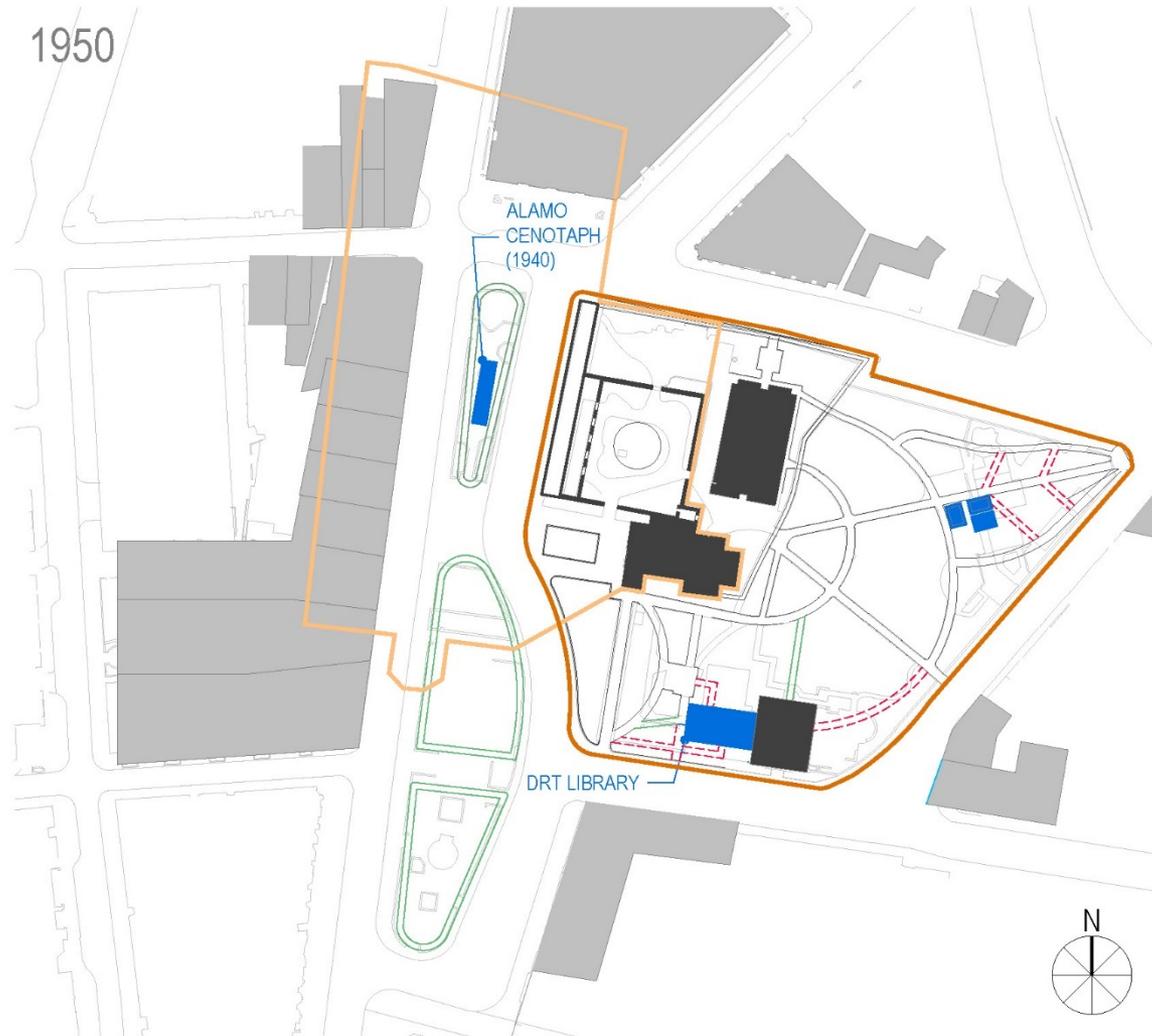
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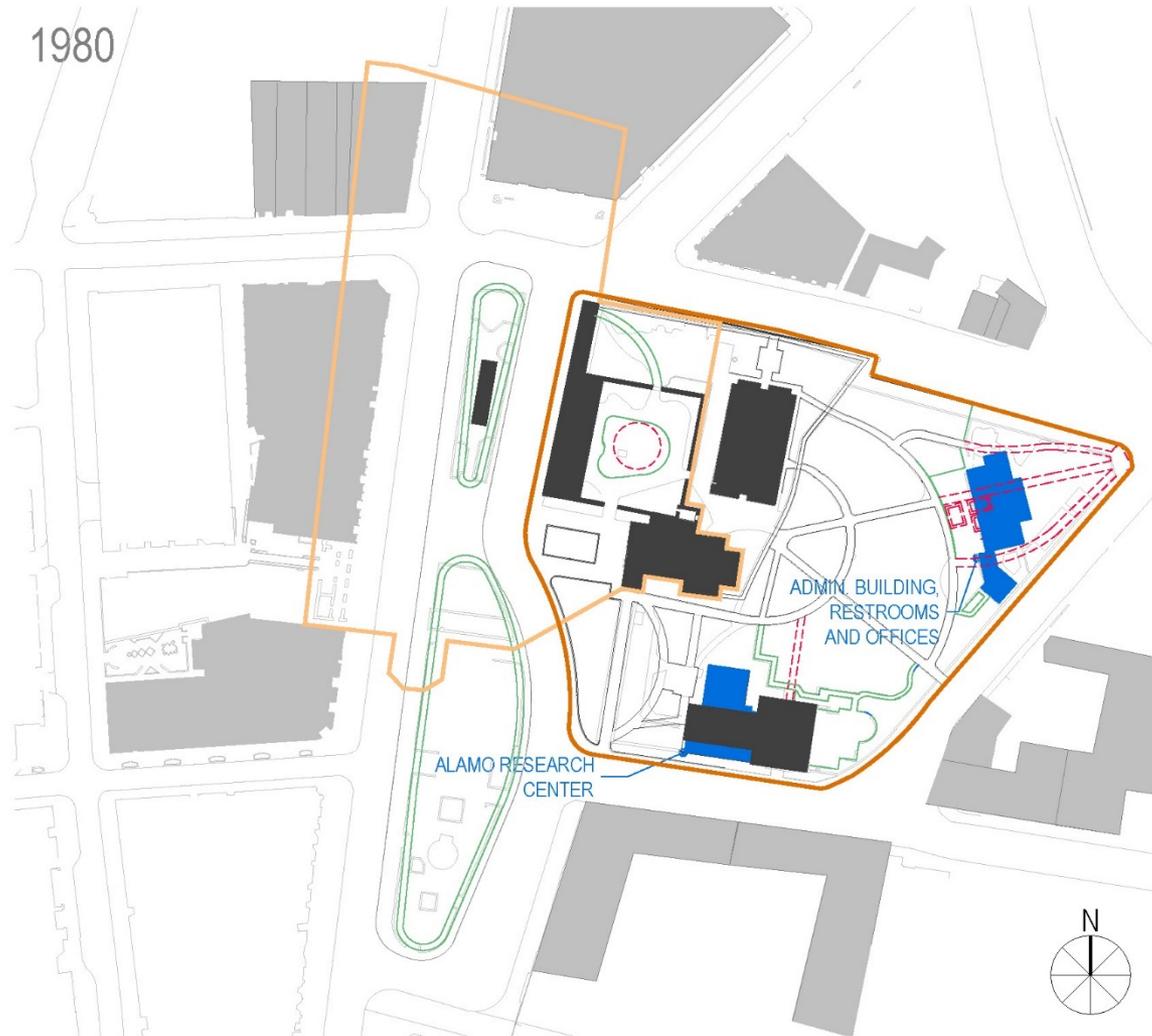
# Historic Evolution of Mission Compound



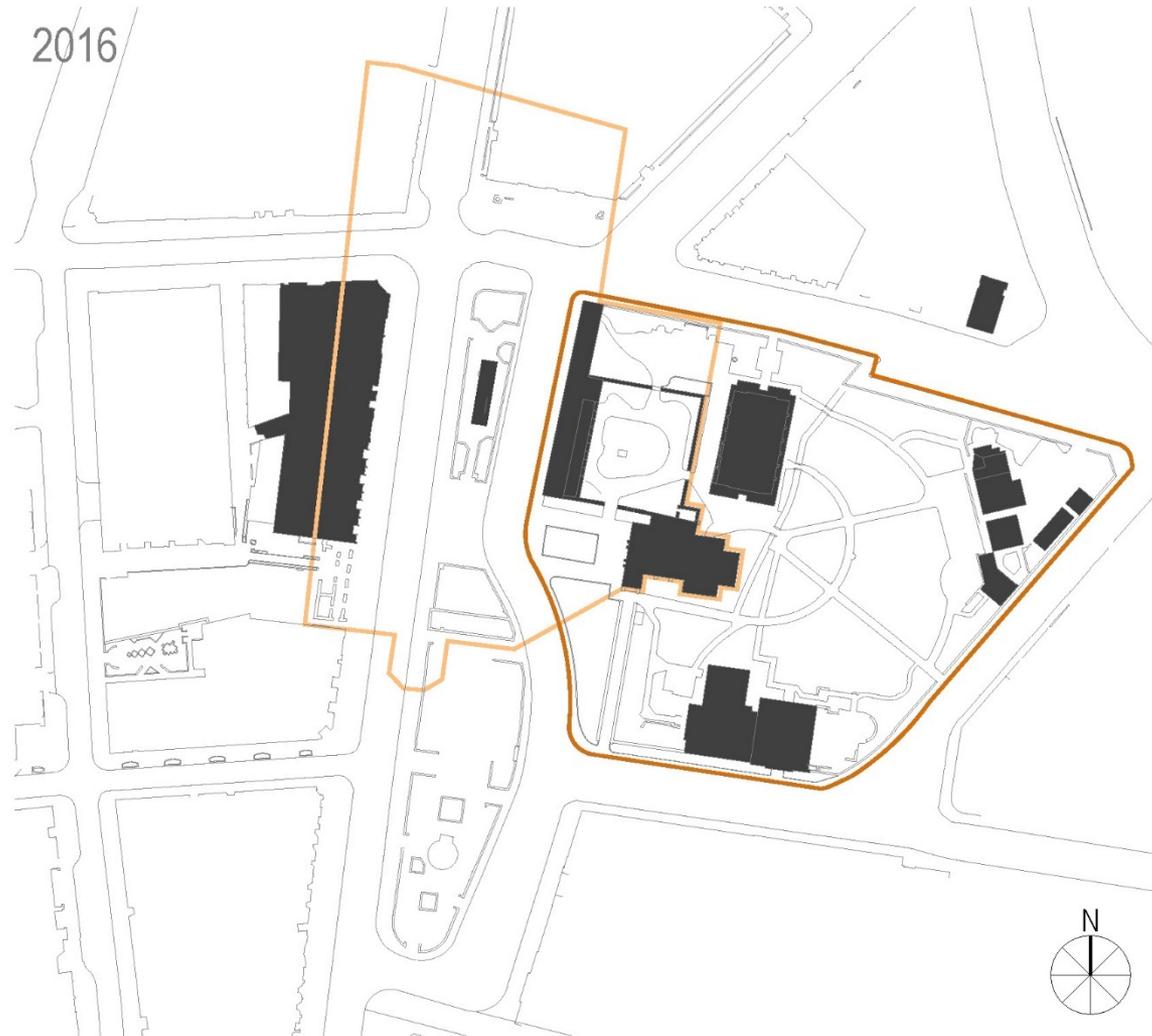
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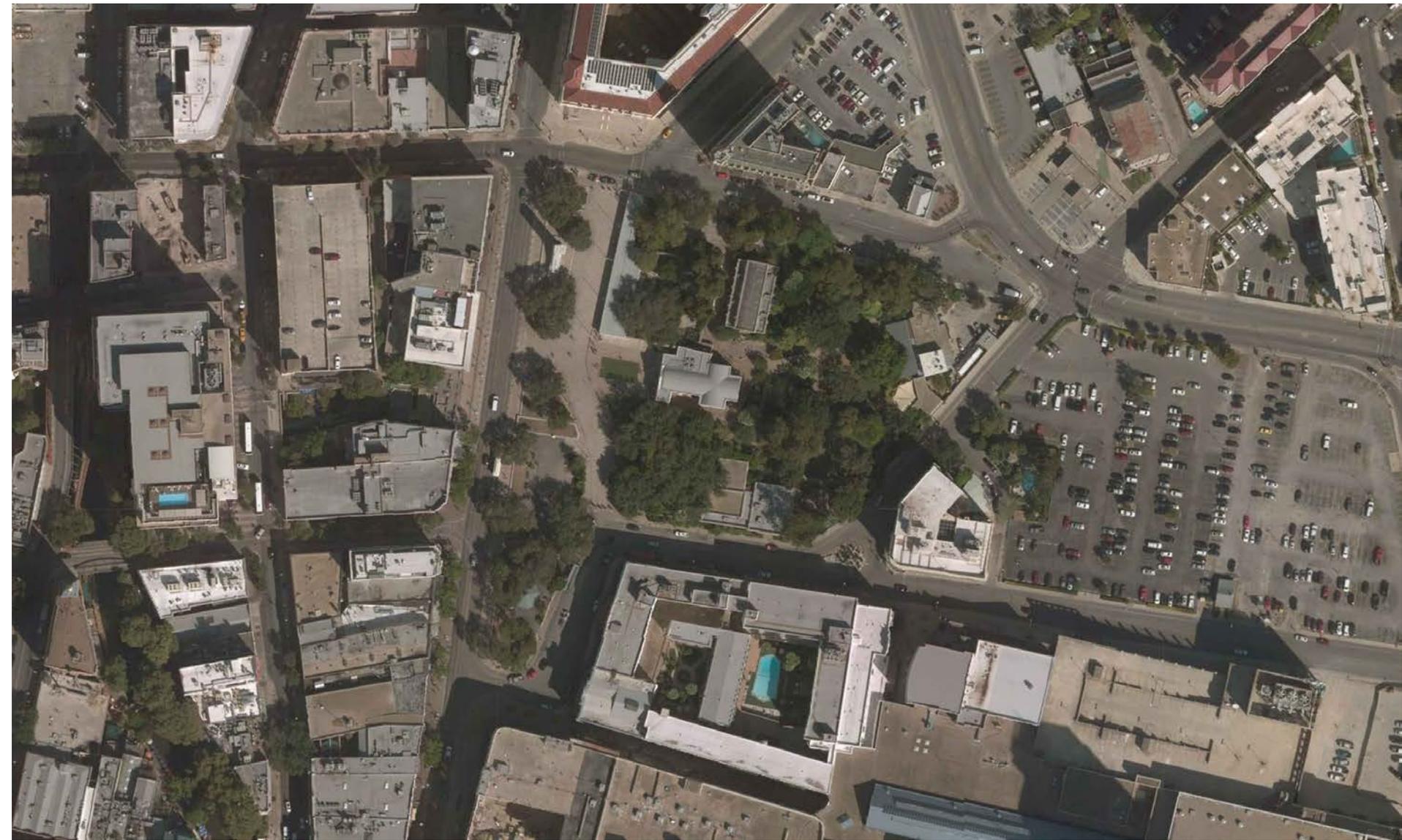
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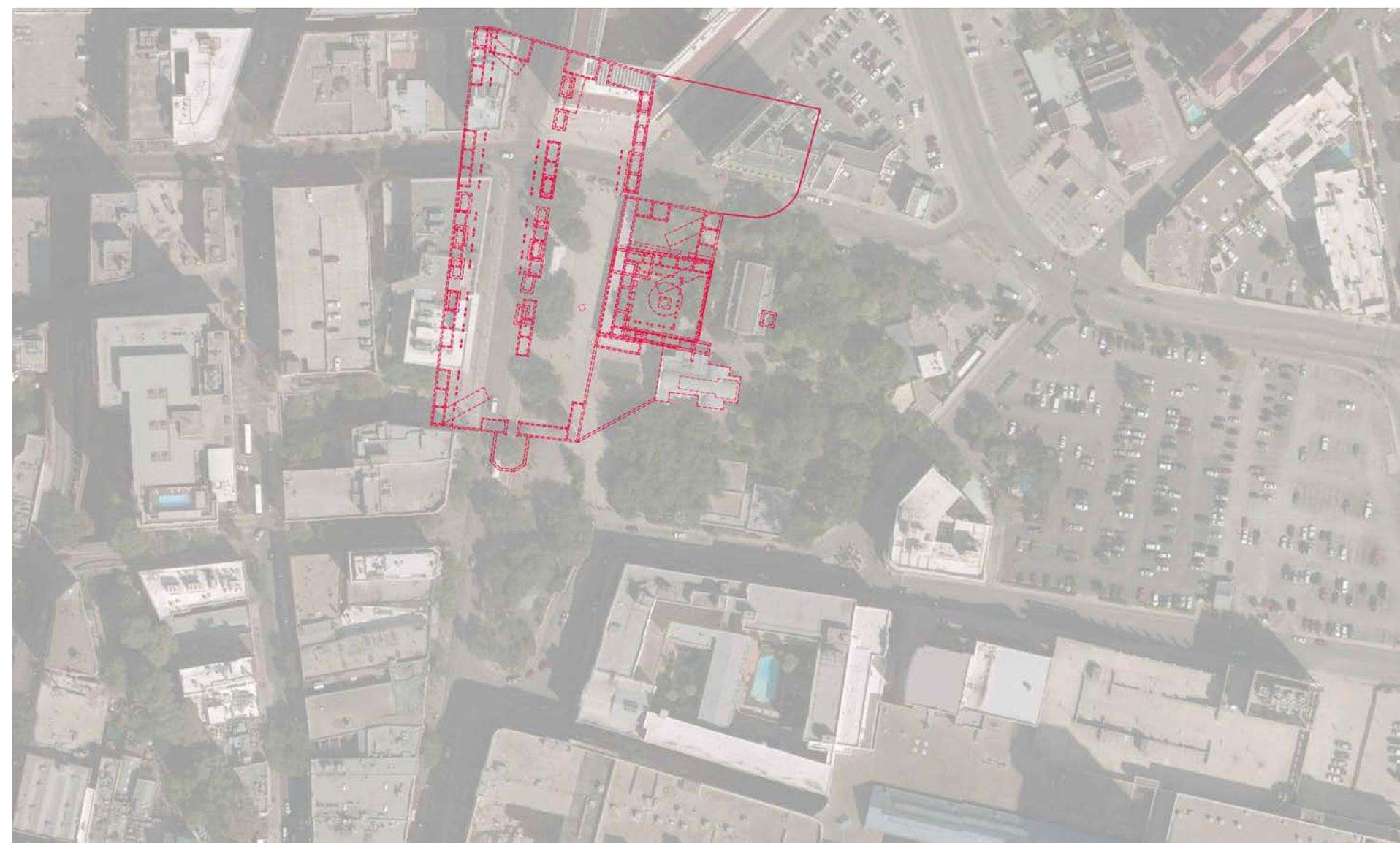
# Historic Evolution of Mission Compound



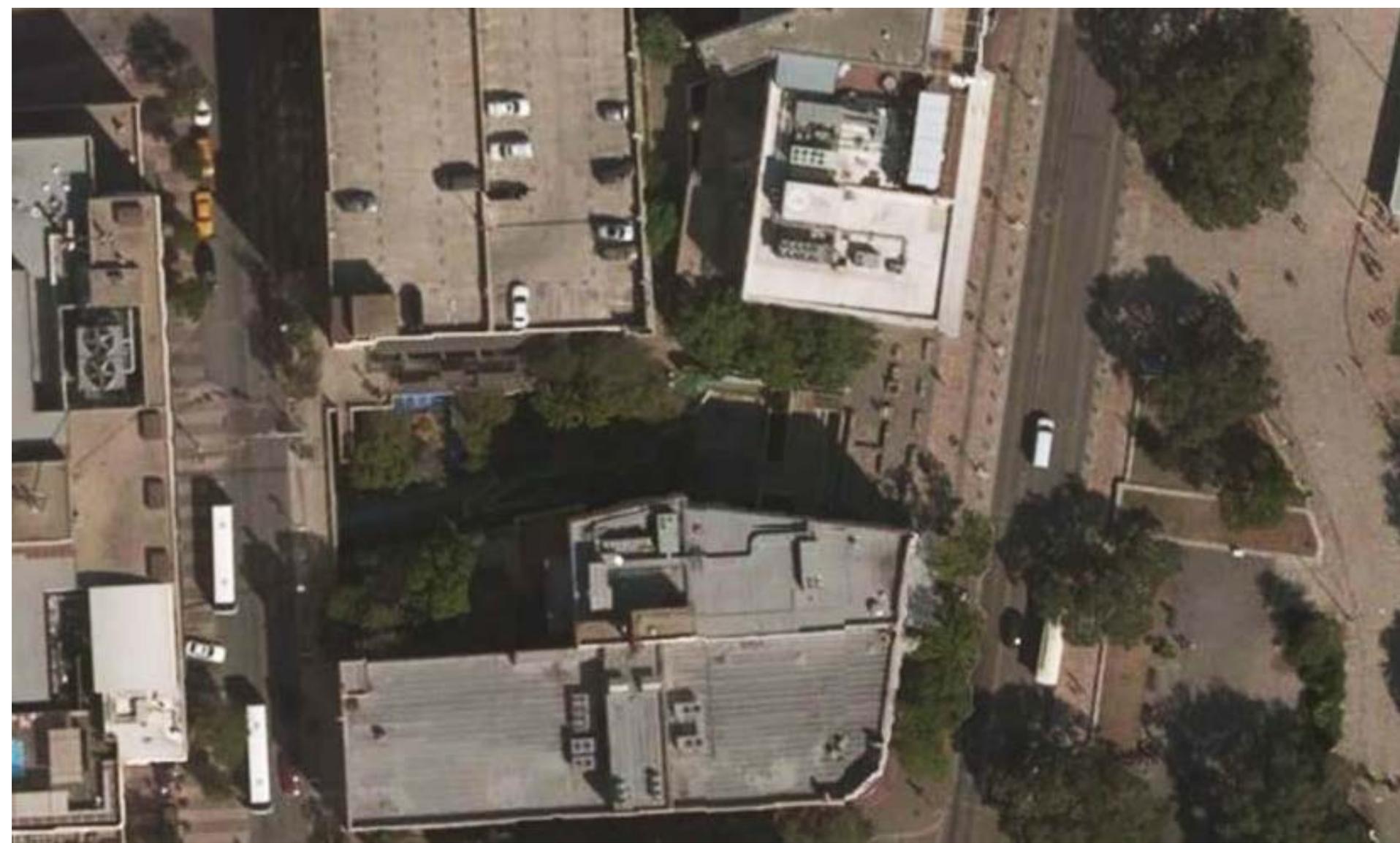
# Site Plan



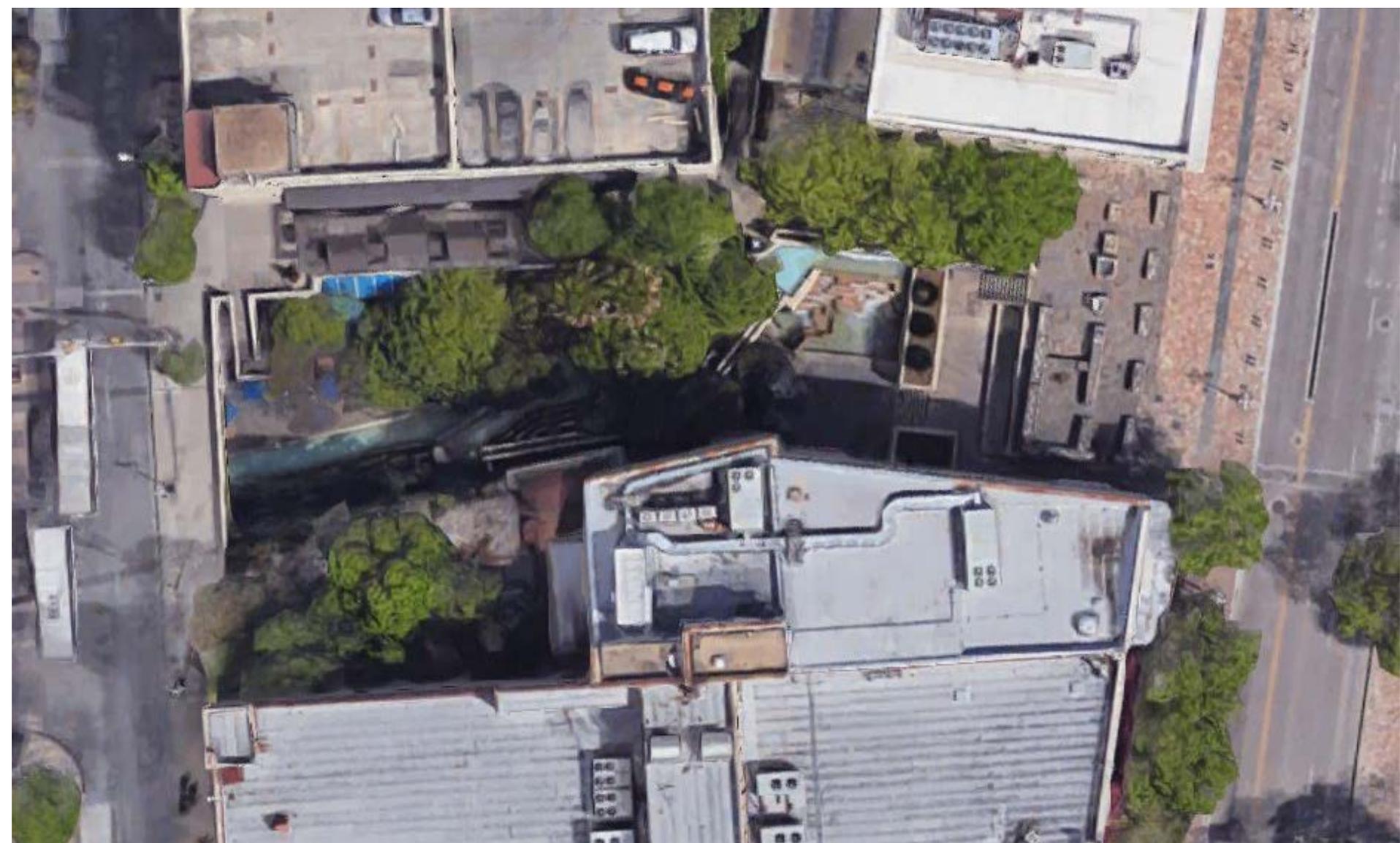
# Mission Footprint



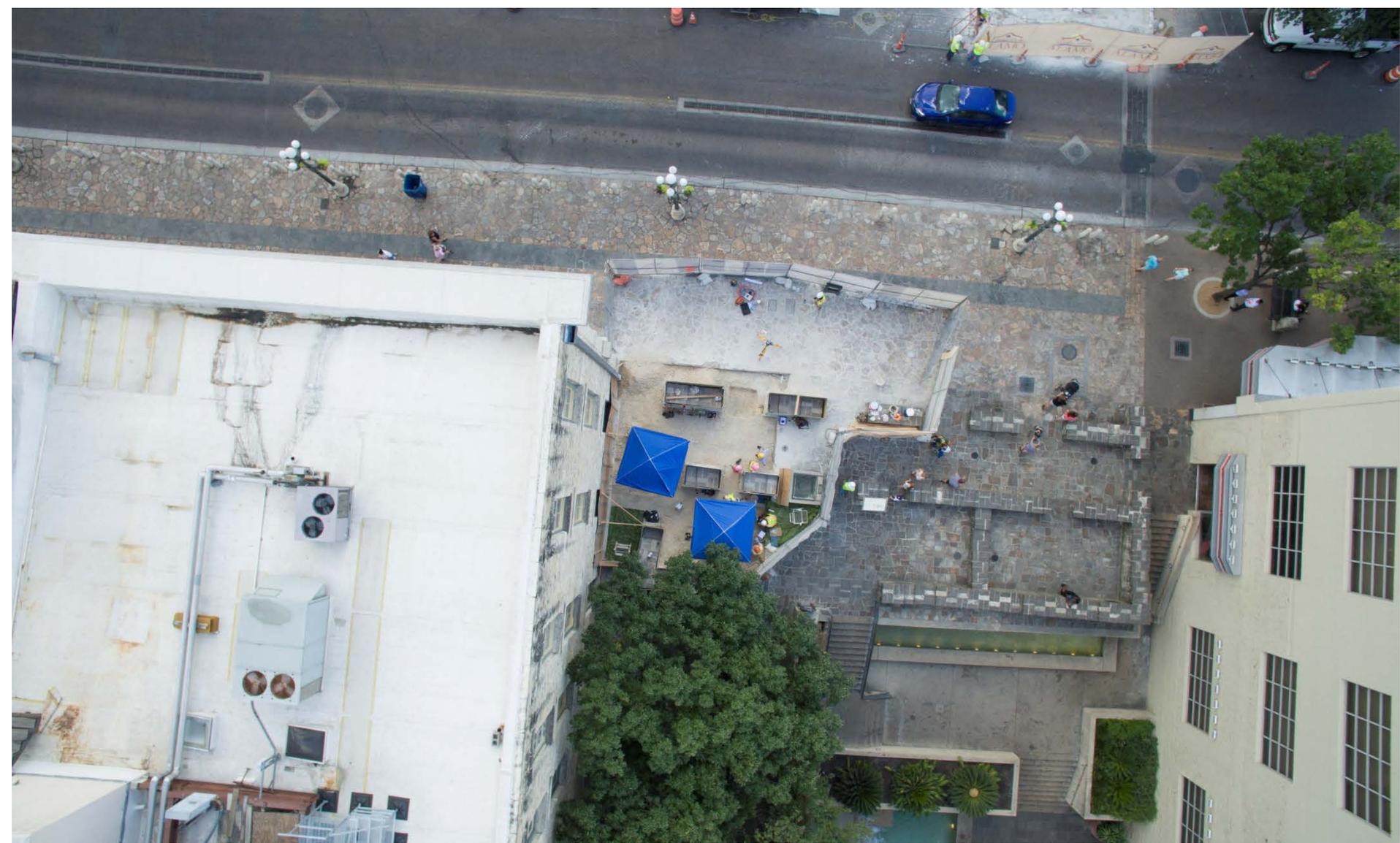
# Paseo



# Pre-2016 Digs



# Archeological Digs



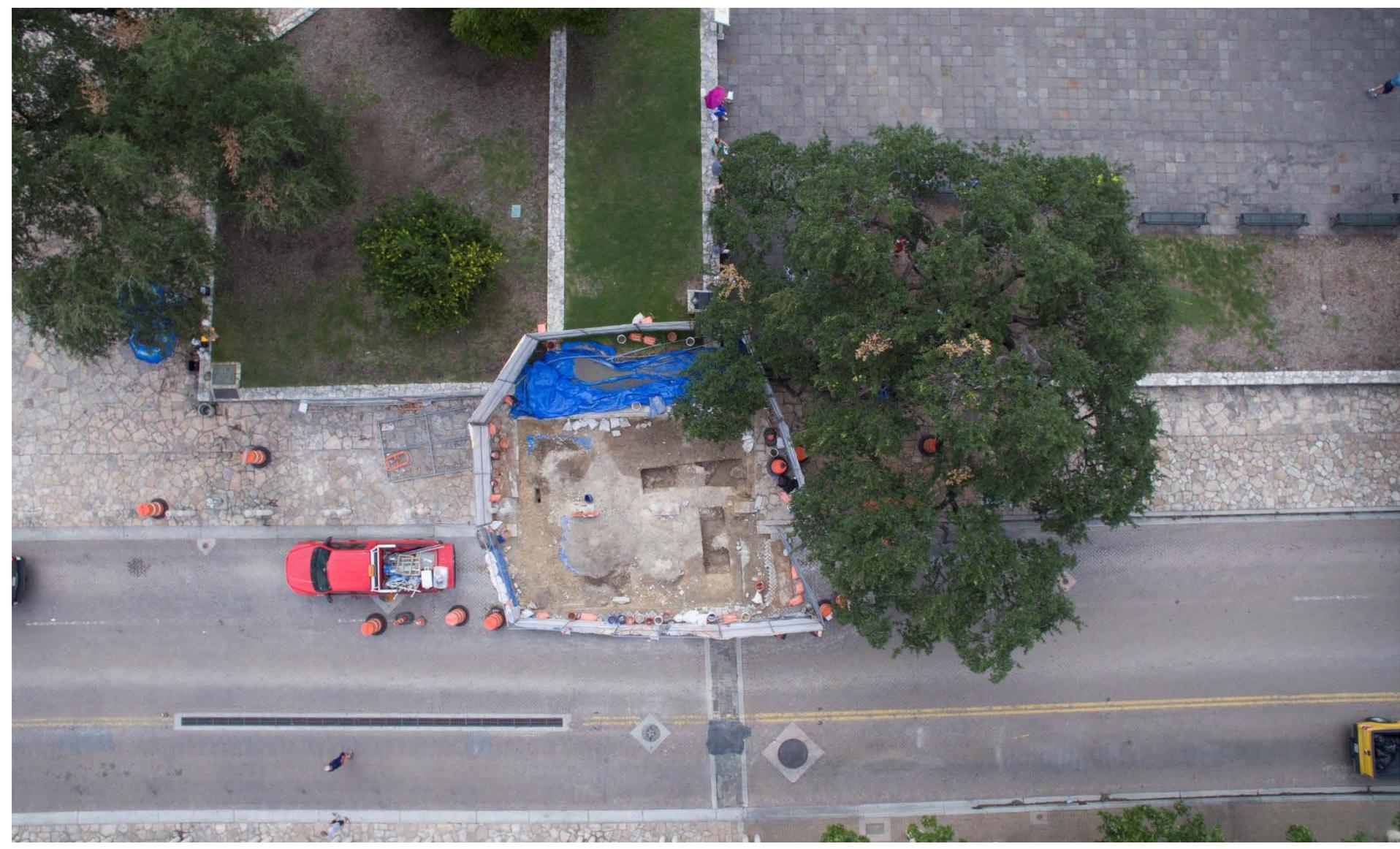
# Archeological Digs



# Archeological Features



# Archeological Digs



# Archeological Digs



# Archeological Features



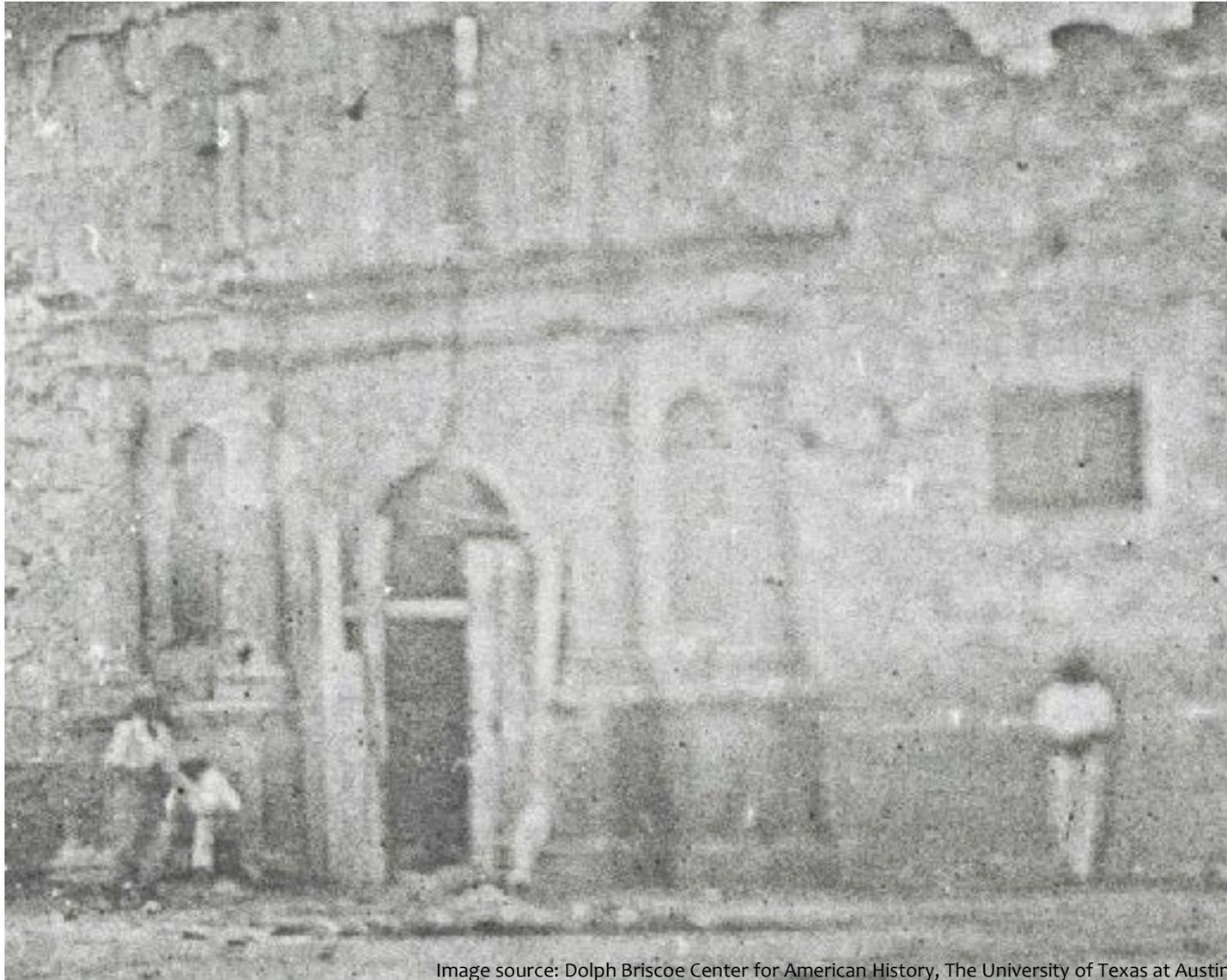


Image source: Dolph Briscoe Center for American History, The University of Texas at Austin

# West Façade – Relationship to Grade

c. 1850



Image source: Miriam and Ira D. Wallach Division of Art, Prints, and Photographs, New York Public Library

# West Façade – Relationship to Grade

c. 1850s



Image source: Miriam and Ira D. Wallach Division of Art, Prints, and Photographs, New York Public Library

# West Façade – Relationship to Grade

c. 1860s-1870s



Image source: The Daughters of the Republic of Texas Library

# West Façade – Relationship to Grade

c. 1879-1912



Image source: Miriam and Ira D. Wallach Division of Art, Prints, and Photographs, New York Public Library

# West Façade – Relationship to Grade

c. 1880s



Image source: Southern Methodist University Library



Image source: Hagley Museum

# Discovery – Documentation





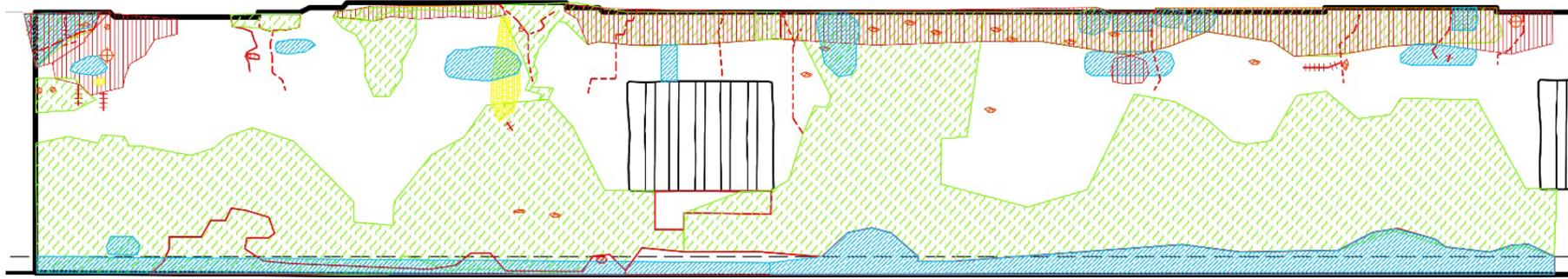
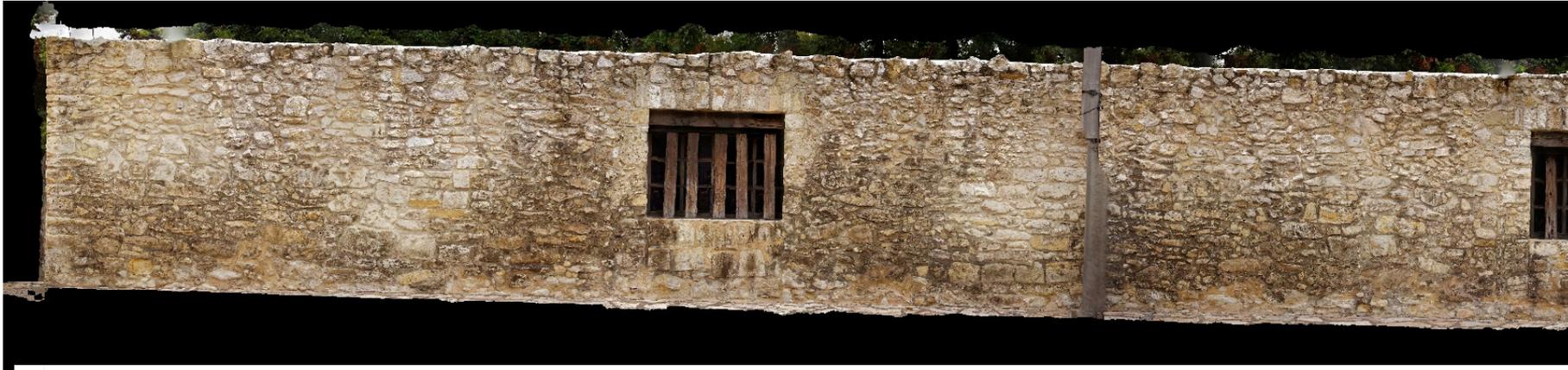
# As-Found Documentation: Orthophotography







# Mapping Conditions at Convento



CONDITION		
HATCH	ABBREVIATION	CONDITION
<b>CRACKS</b>		
	CP	CRACK THROUGH ENTIRE UNIT
	CM	CRACK THROUGH MULTIPLE UNITS
	CH	HAIRLINE CRACK
	CJ	CRACK ADJACENT TO JOINT
	CMJ	CRACK IN MASONRY JOINT
<b>JOINTS</b>		
	JM	AREA OF DELAMINATING MORTAR
	JO	OPEN JOINTS
	JD	DETERIORATED JOINTS
	JMS	MOIST MORTAR
	JI	INAPPROPRIATE JOINT MATERIAL

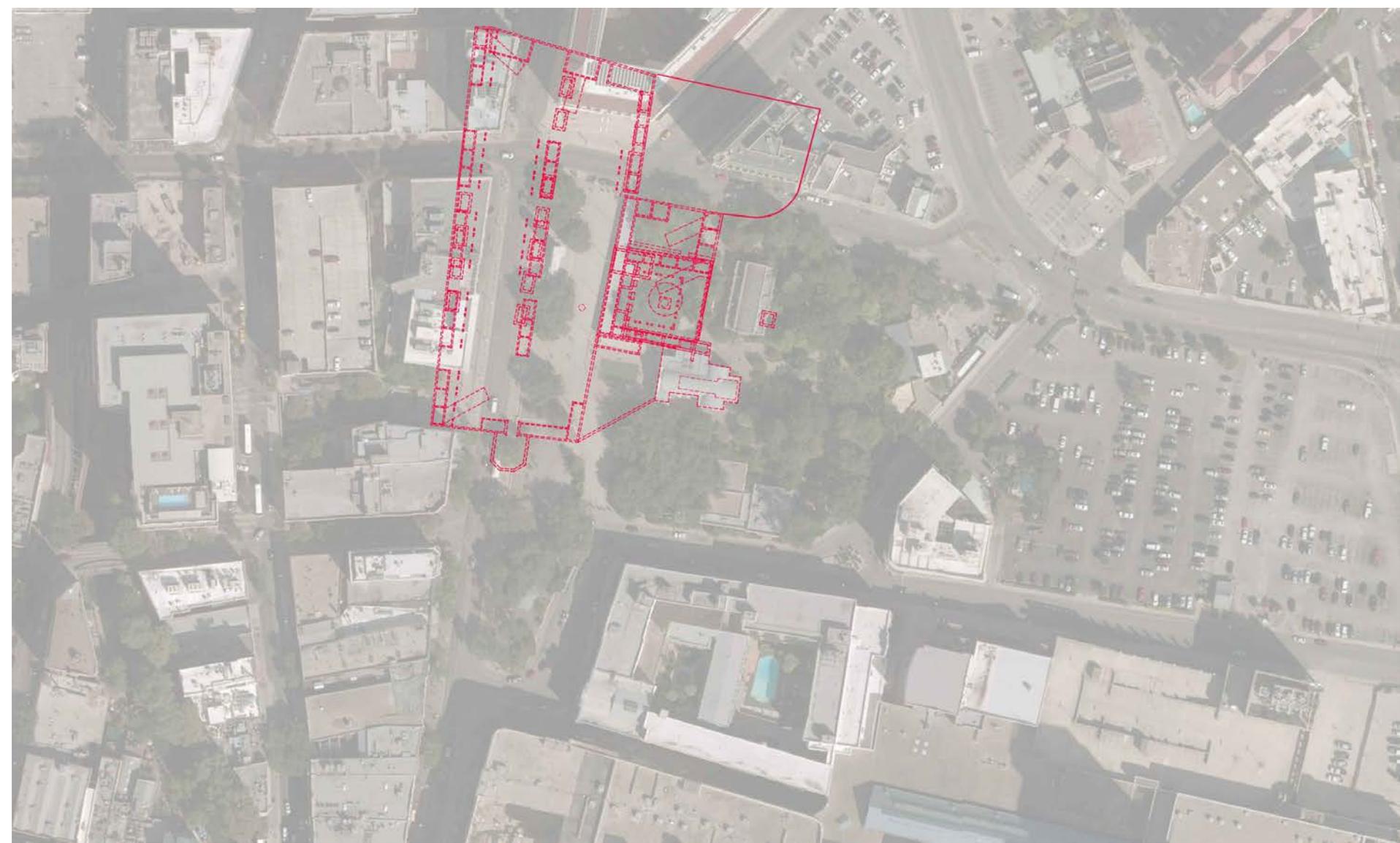
CONDITION		
HATCH	ABBREVIATION	CONDITION
<b>SPALLS</b>		
	SS	SMALL SPALL - LESS THAN 2 INCHES SQUARE, LESS THAN 1/2-INCH DEEP
	SSP	SMALL SPALL - PROFILED
	SSC	SMALL SPALL - CARVED
	SSJ	SMALL SPALL - ADJACENT TO JOINT
	SL	LARGE SPALL - GREATER THAN 2 INCHES SQUARE, GREATER THAN 1/2-INCH DEEP
	SLP	LARGE SPALL - PROFILED
	SLC	LARGE SPALL - CARVED
	SLJ	LARGE SPALL - ADJACENT TO JOINT

CONDITION		
HATCH	ABBREVIATION	CONDITION
<b>VOIDS</b>		
	VW	VOIDS IN WALL
	VMJ	VOIDS IN MORTAR JOINTS
	VN	NOTCH FOR FORMER STRUCTURAL ELEMENT
<b>DELAMINATION</b>		
	DM	MODERATE DELAMINATION: GREATER THAN 1/8-INCH, BUT LESS THAN 1/2-INCH
	DS	SEVERE DELAMINATION / EROSION: GREATER THAN 1/2-INCH
	FB	FACE BEDDED
	EB	EDGE BEDDED

CONDITION		
HATCH	ABBREVIATION	CONDITION
<b>PREVIOUS REPAIRS</b>		
	PE	EXISTING PATCH REPAIR
	PF	FAILED PATCH
	PC	PATCH WITH POOR COLOR MATCH
	PI	POORLY IMPLEMENTED PATCH
<b>RENDERS</b>		
	PL	PLASTER
	LW	LIMEWASH

CONDITION		
HATCH	ABBREVIATION	CONDITION
<b>ANCHORS</b>		
	AA	ABANDONED ANCHOR
	FP	FERROUS PIPE
<b>SOILING</b>		
	EFF	EFFLORESCENCE
	BS	BIOLOGICAL STAINING
	GAS	GENERAL ATMOSPHERIC STAINING
	BIT	BITUMINOUS STAINING
	VG	VEGETATION / GROWTH

# Mission Footprint



**Thank You For Your Time**  
**We Welcome Your Comments**

**Contact Us**  
**ReimagineTheAlamo.org**  
**info@ReimagineTheAlamo.org**



**Fisher Heck**  
ARCHITECTS

PRESENTATION  
TO THE  
MAYOR  
CITY OF SAN ANTONIO  
FOR THE  
ALAMO MASTER PLAN



28 JUNE 2016

PDP



## About PDP

- Nationally recognized planning, design and architecture practice specializing in heritage planning & design



Independence Hall, Philadelphia, PA

## About PDP

- Nationally recognized planning, design and architecture practice specializing in heritage planning & design
- Established in 1995



Virginia State Capitol, Richmond, VA

## About PDP

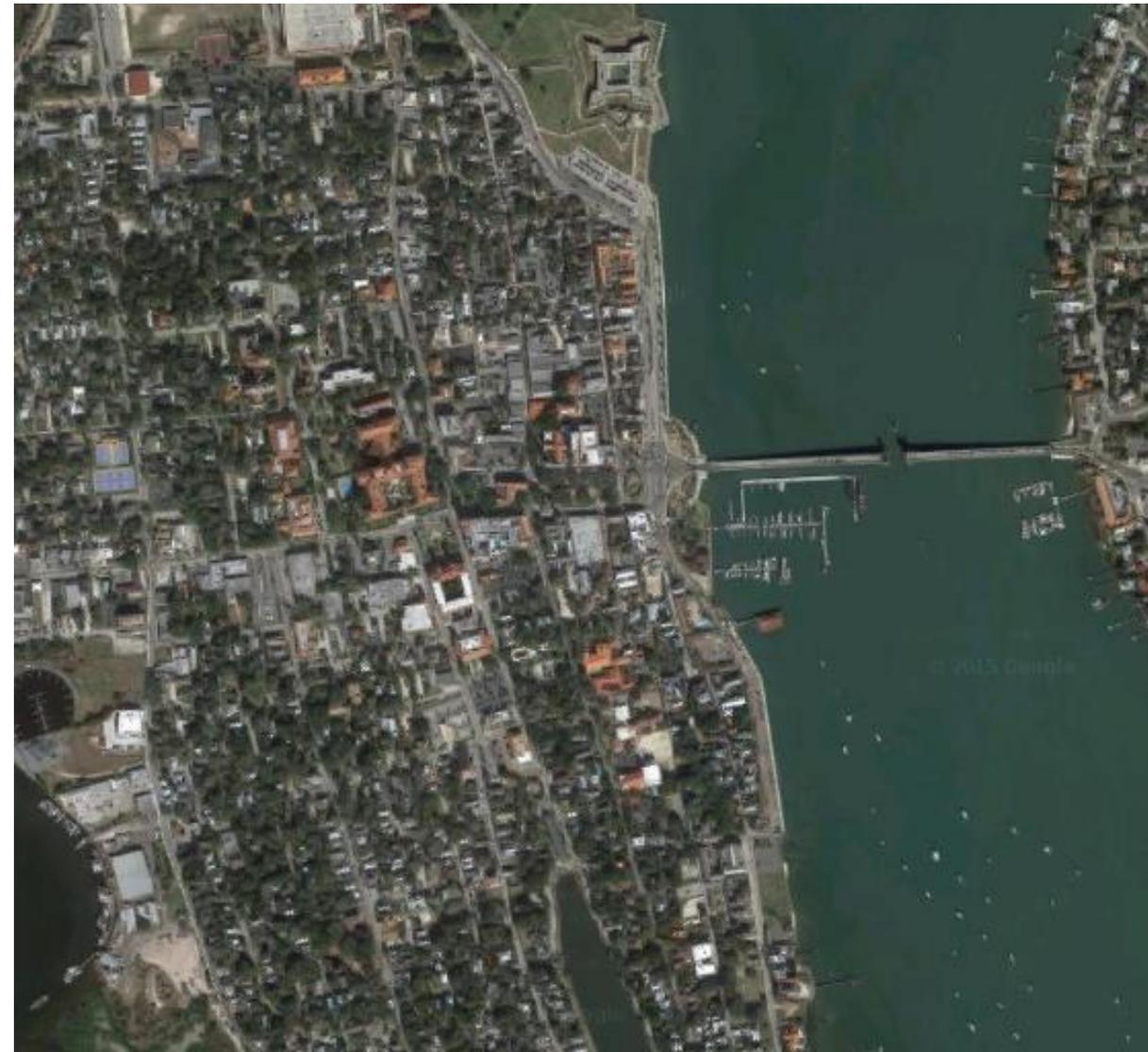
- Nationally recognized planning, design and architecture practice specializing in heritage planning & design
- Established in 1995
- Reorganized in 2010 to allow for a strategic expansion to pursue projects nationally and internationally



Vieux Carré Historic District, New Orleans, LA

## About PDP

- Nationally recognized planning, design and architecture practice specializing in heritage planning & design
- Established in 1995
- Reorganized in 2010 to allow for a strategic expansion to pursue nationally and internationally
- Successfully planned, designed and delivered in multiple States and the District of Columbia



City of St. Augustine, Florida

## THOUGHT LEADERSHIP Master Planning / Architecture / Historic Preservation



**George C. Skarmneas**  
PhD, AIA, FAPT, NCARB, AICP



**Dominique M. Hawkins**  
AIA, NCARB, LEED AP

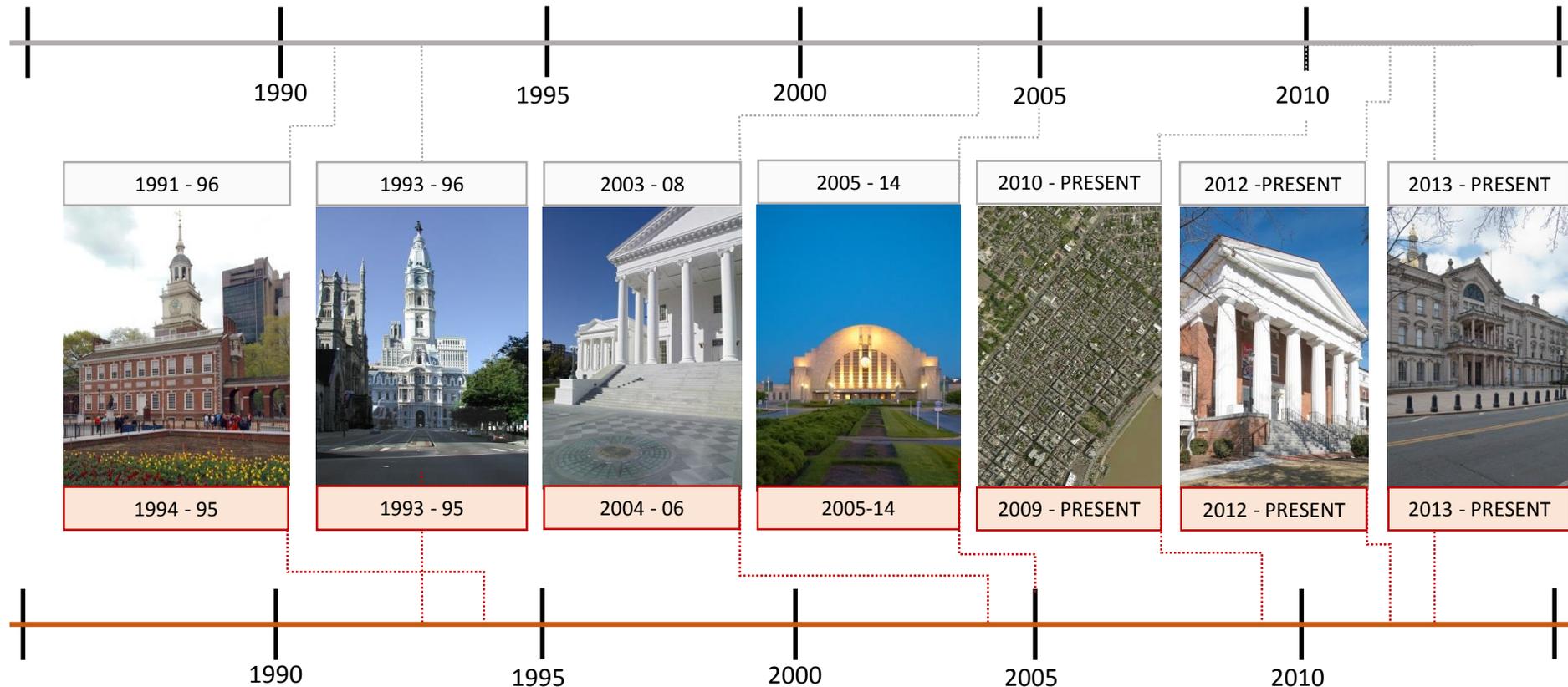
# Project Leadership Team

## GEORGE C. SKARMEAS

- Nationally recognized “Thought Leader” and preservation planner
- His work has been recognized with over 35 national, regional, state and local awards of planning, design and preservation excellence
- From **Independence Hall** to the **US Supreme Court** and from the **Virginia Capitol Square** to the **New Jersey Executive State House**

## DOMINIQUE M. HAWKINS

- Worked in some of the most historic communities in the US from New Orleans’ **Vieux Carré** to the City of St. Augustine, **America’s oldest city**
- Extensive experience in successfully managing large, complex, multi-discipline heritage planning & design projects
- Chaired Philadelphia Historical Commission’s Architectural Committee



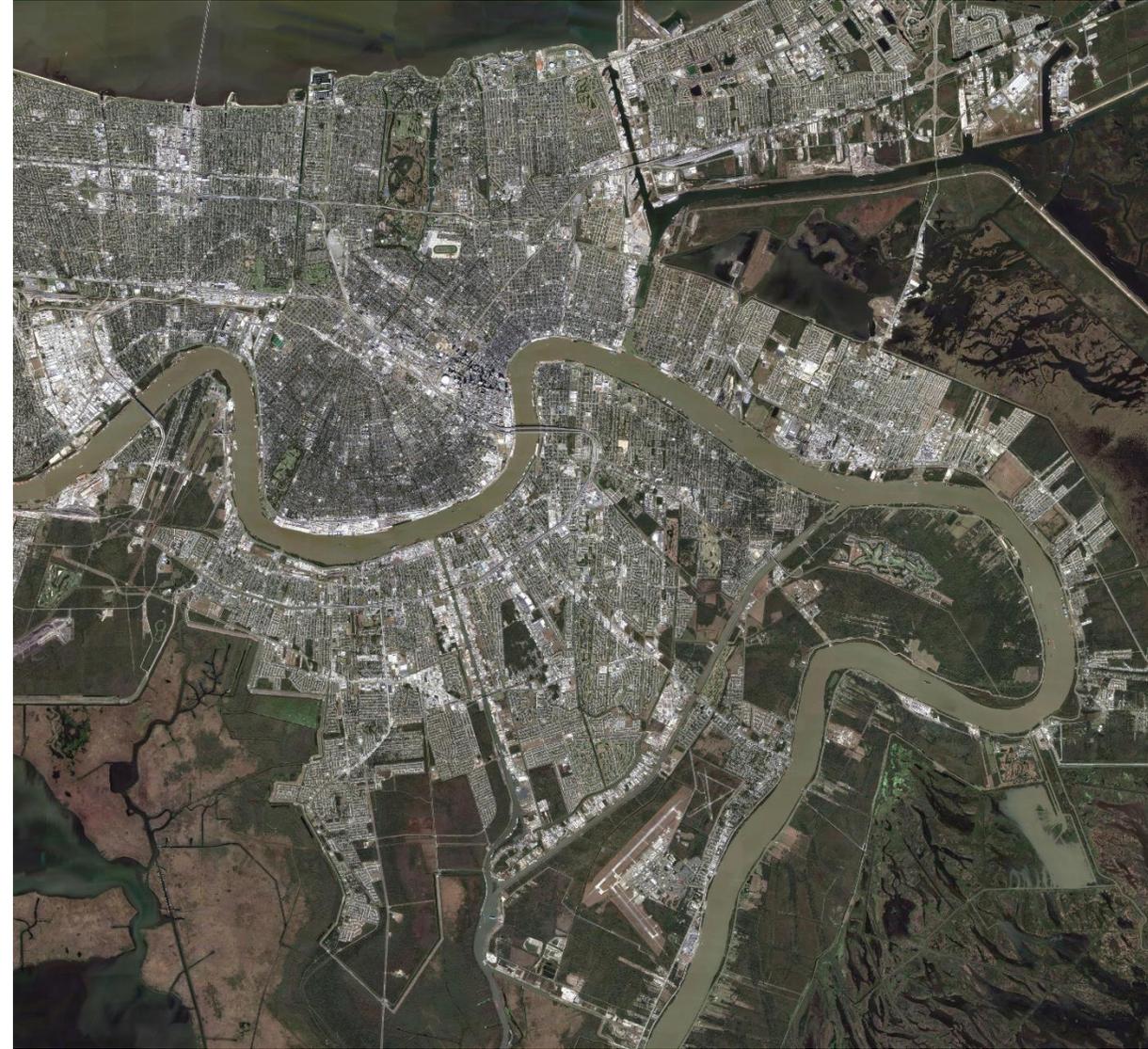
- Thought Leadership



Independence Hall, Philadelphia, PA

# What We Do

- Thought Leadership
- Master Planning / Architecture / Historic Preservation



City of New Orleans, LA

## What We Do

- Thought Leadership
- Master Planning / Architecture / Historic Preservation
- We work exclusively in historic settings



City of Portsmouth, NH

## What We Do

- Thought Leadership
- Master Planning / Architecture / Historic Preservation
- We work exclusively in historic settings
- From large urban projects to “jewel interventions”



Vieux Carré Historic District, New Orleans, LA

# What We Do

- Thought Leadership
- Master Planning / Architecture / Historic Preservation
- We work exclusively in historic settings
- From large urban projects to “jewel interventions”
- Nationally recognized architects, planners and preservation experts



Cincinnati Union Terminal

# What We Do

- Thought Leadership
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- From large urban projects to “jewel interventions”
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St. Augustine, Florida

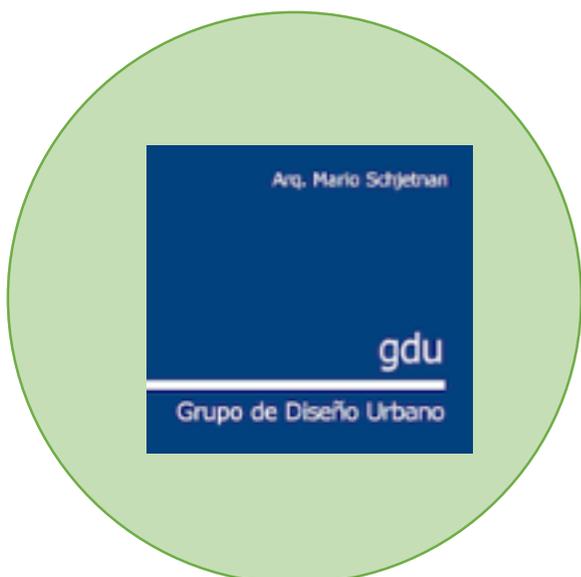
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- From large urban projects to “jewel interventions”
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- Our work has been recognized with **over 35 national, regional, state and local awards of planning, design, architecture and preservation excellence**
- Our hallmark is working in historic iconic settings throughout the US



Virginia School for the Deaf and Blind

# Contracted and Proposed Professionals



GSLD



WATSON & HENRY  
ASSOCIATES  
ARCHITECTS • PLANNERS • ENGINEERS



GW

ARUP



INTERNATIONAL CONSULTANTS, INC.

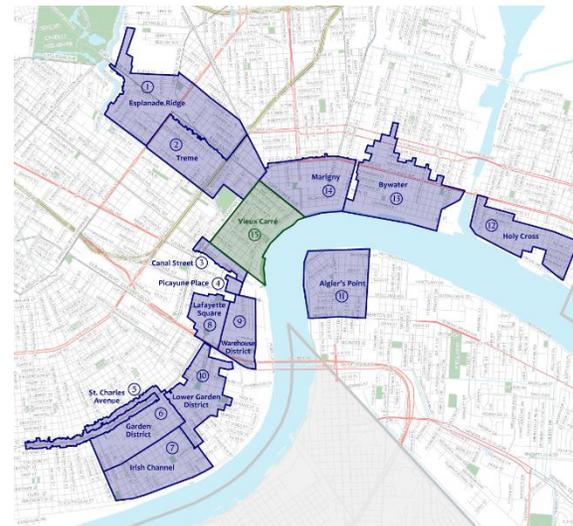
# Our Intellectual Property and Collective Record

- Setting the standard in heritage planning and design



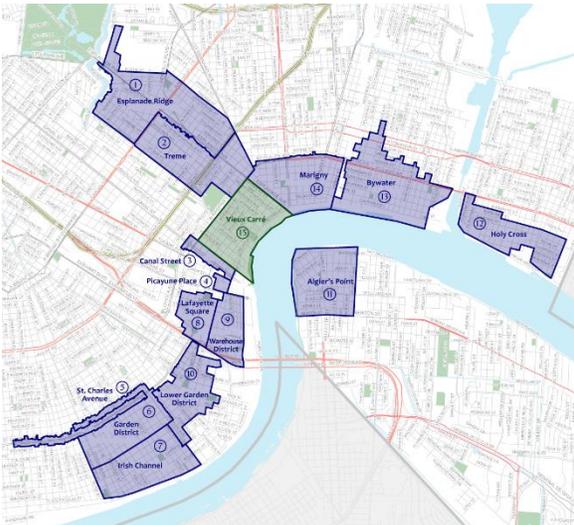
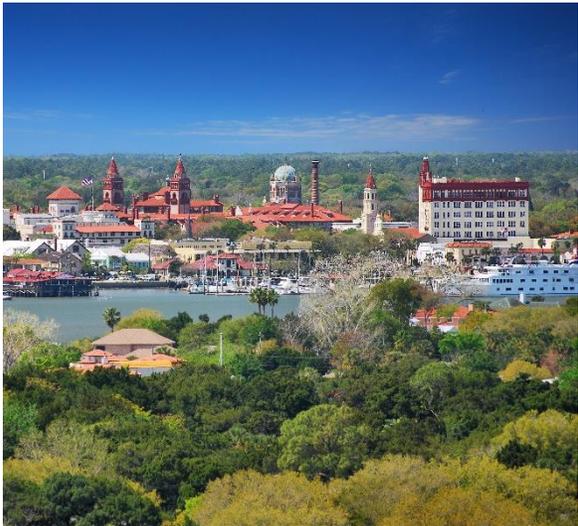
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- Setting the standard in heritage planning and design
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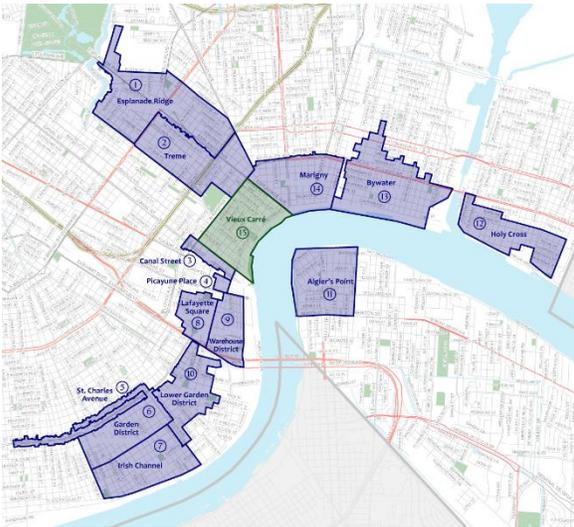
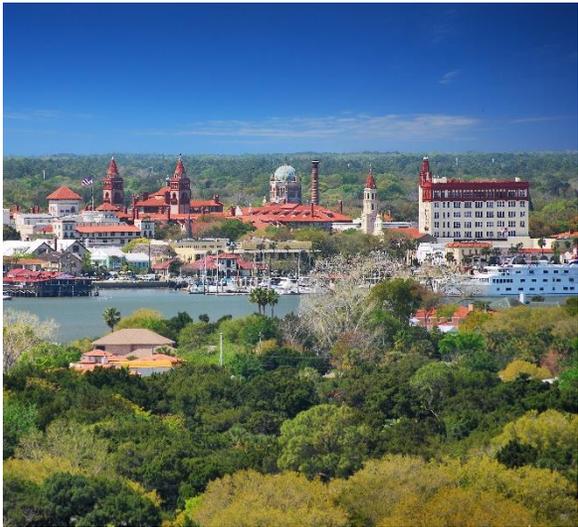
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  - **6 World Heritage Sites**
  - Over 150 National, State and Local Historic Landmarks & Sites



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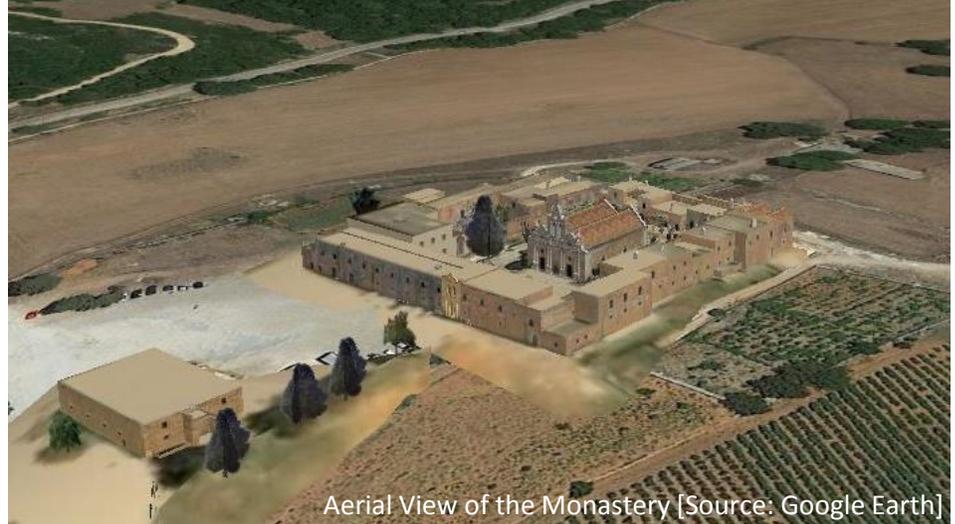


**Collective Value of Successfully Completed Projects:  
Over \$2 Billion**

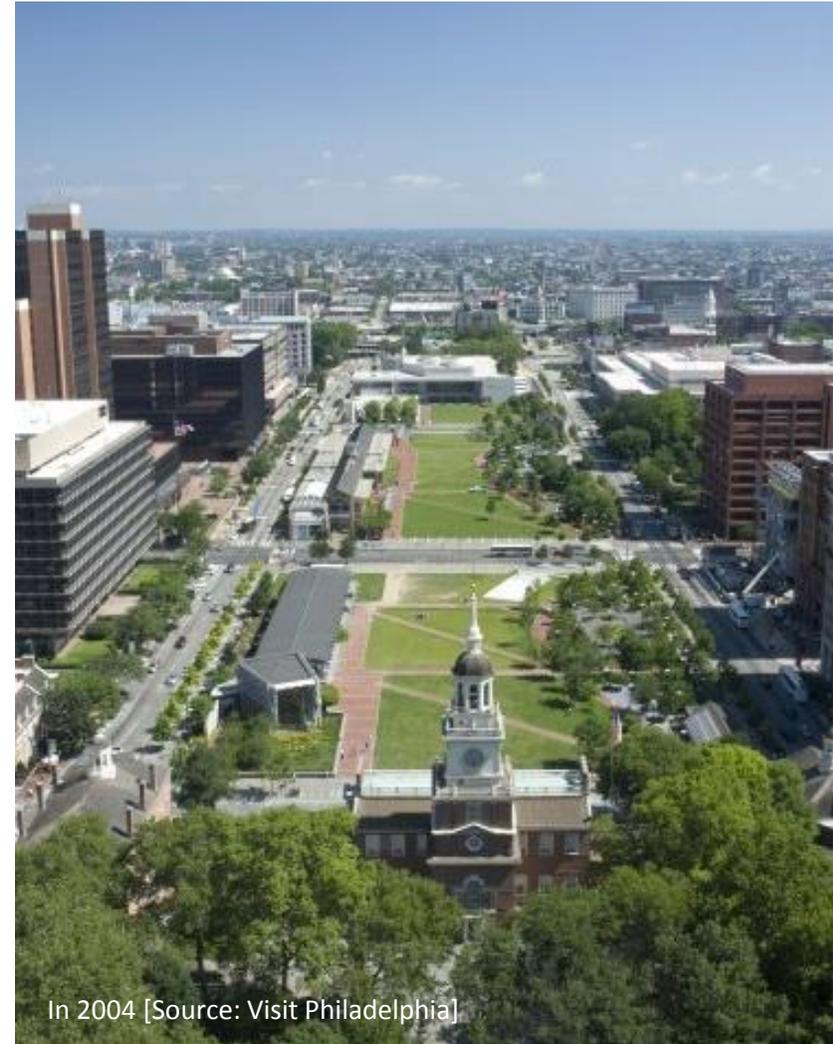
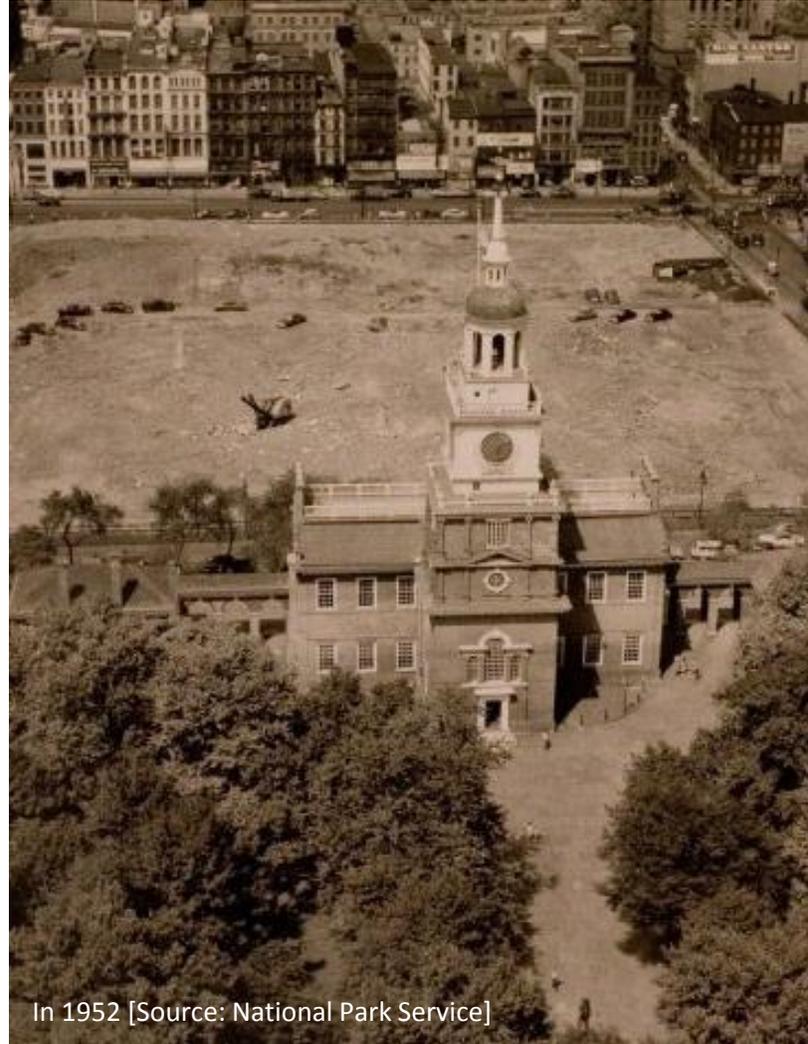
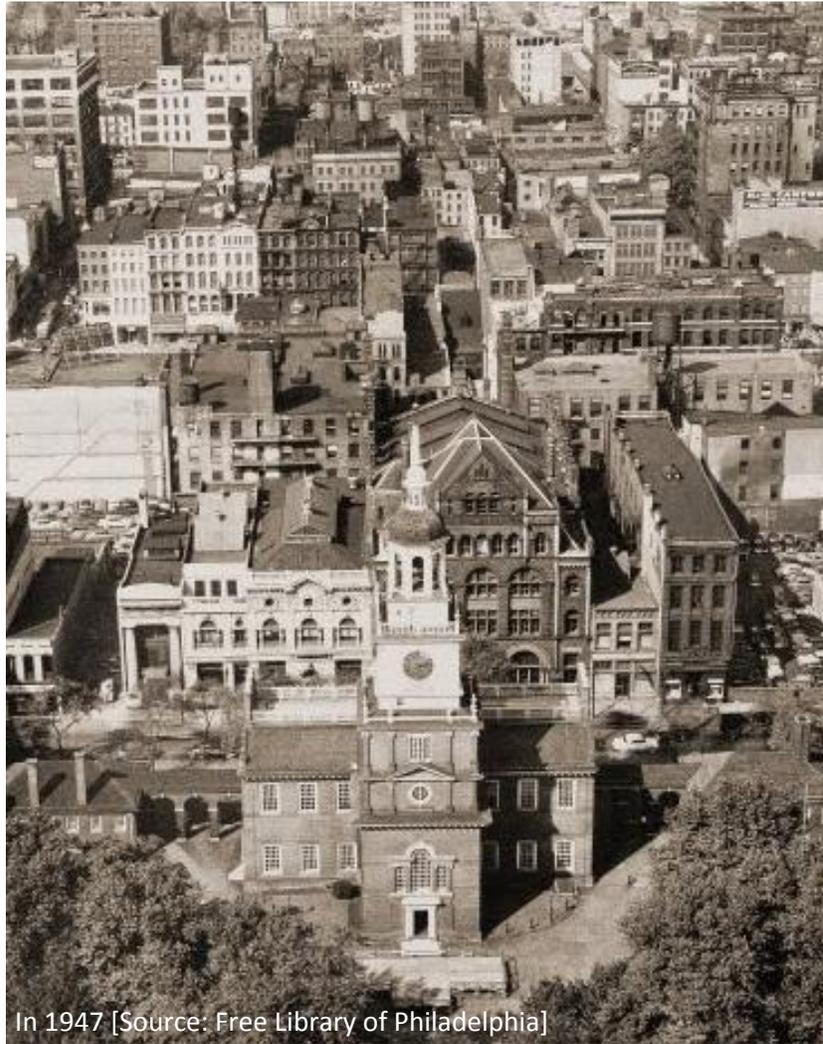
# From Our Roots to Our Challenge Today



# Historical Parallels: Arkadi Monastery, Crete



# Lessons Learned: Independence National Historical Park









# Google Earth View – Present Day



# Existing Context



# Existing Context



# Existing Context



# Existing Context



# Existing Context



# Existing Context



# Existing Context



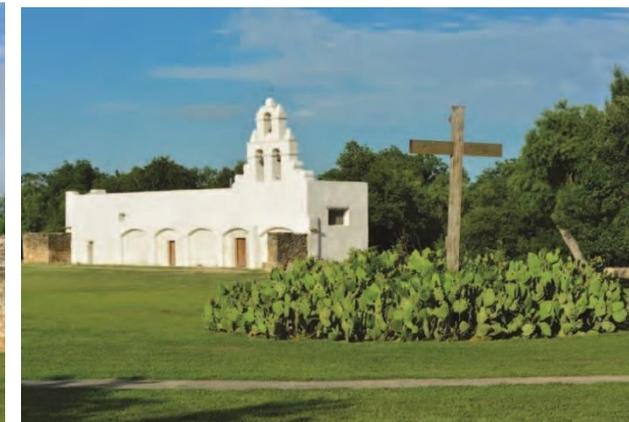
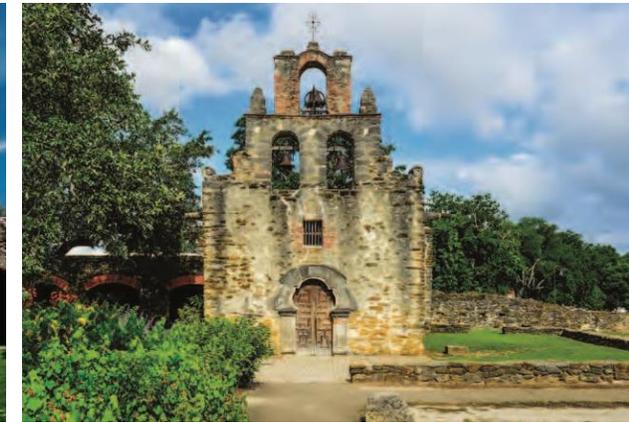
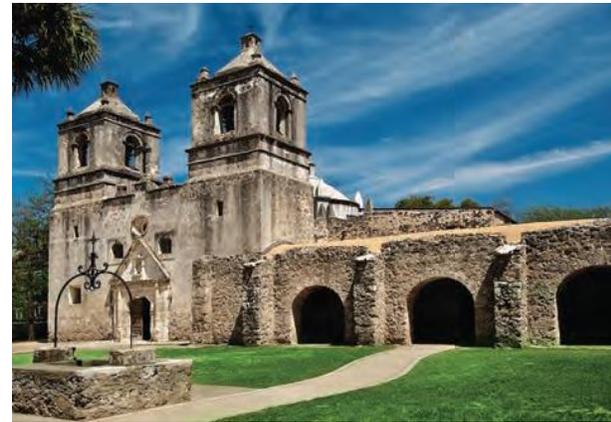
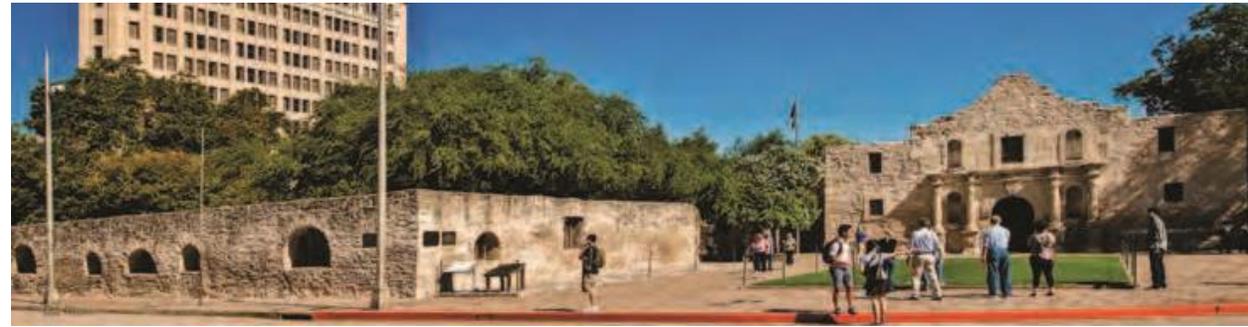


# Google Earth View – Present Day



# It Is a World Heritage Site!

- The highest standards of Heritage Planning & Design are to be observed
- All cultural layers and stories are to be understood and presented
- **Authenticity, integrity** and **reversibility** for all planning and design decisions
- No conjecture
- Sensible, sensitive and sustainable solutions of long lasting value



# Our Approach

- Is Based on:
  - ✓ Historic Research
  - ✓ Evidence
  - ✓ Scientific Analysis
- Understanding the “Stories”:
  - ✓ The site and the buildings will give us the right answers
- Clear Guiding Principles:
  - ✓ Authenticity
  - ✓ Integrity
  - ✓ Reversibility
- Creating Long Term Value
  - ✓ Sensible, Sensitive, Sustainable
  - ✓ Timeless and Iconic
- **Public Engagement**



## Project Vision

- A transformational experience
- Properly presenting multiple all the “stories”
- Recognizing and respecting sacrifices and loss of lives
- Celebrating the birth of the Great State of Texas
- Creating an international destination
- Achieving a delicate balance



A black and white photograph of the Alamo building facade. The building is made of light-colored stone with a prominent central arched entrance. The entrance is flanked by two columns and has a decorative archway. Above the entrance, there are several windows with decorative arches. The building has a distinctive curved top. A red text overlay is centered on the image. In the foreground, there is a metal railing and a sign that says "SHRINE ENTRANCE".

***We Have to [Re] Discover the Alamo Before  
We Are Able to [Re] Imagine it***

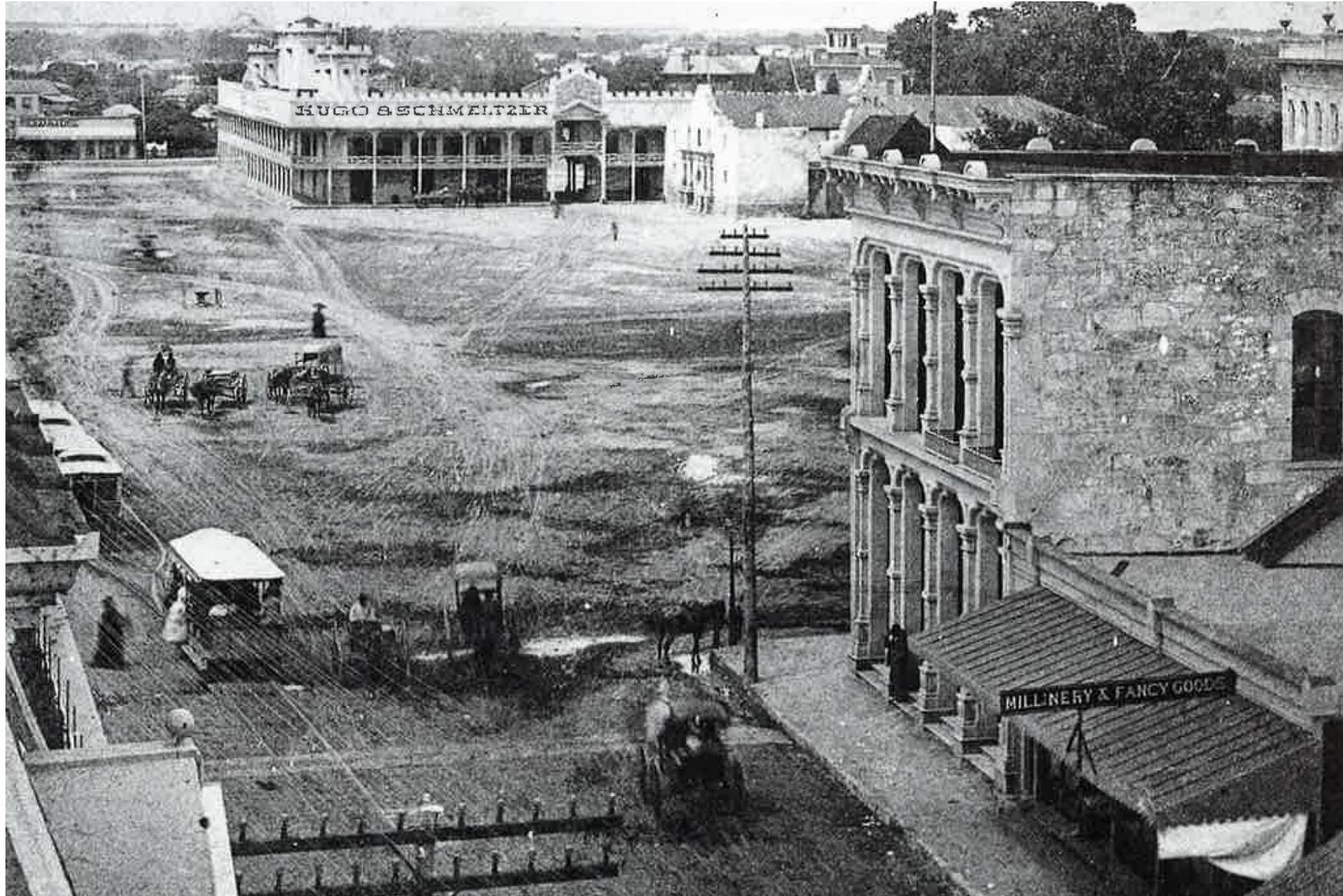
# Photograph of Alamo from Plaza – 1860s



# Photograph of Alamo from the Plaza – 1880s



# Photograph of Alamo Plaza – 1880s

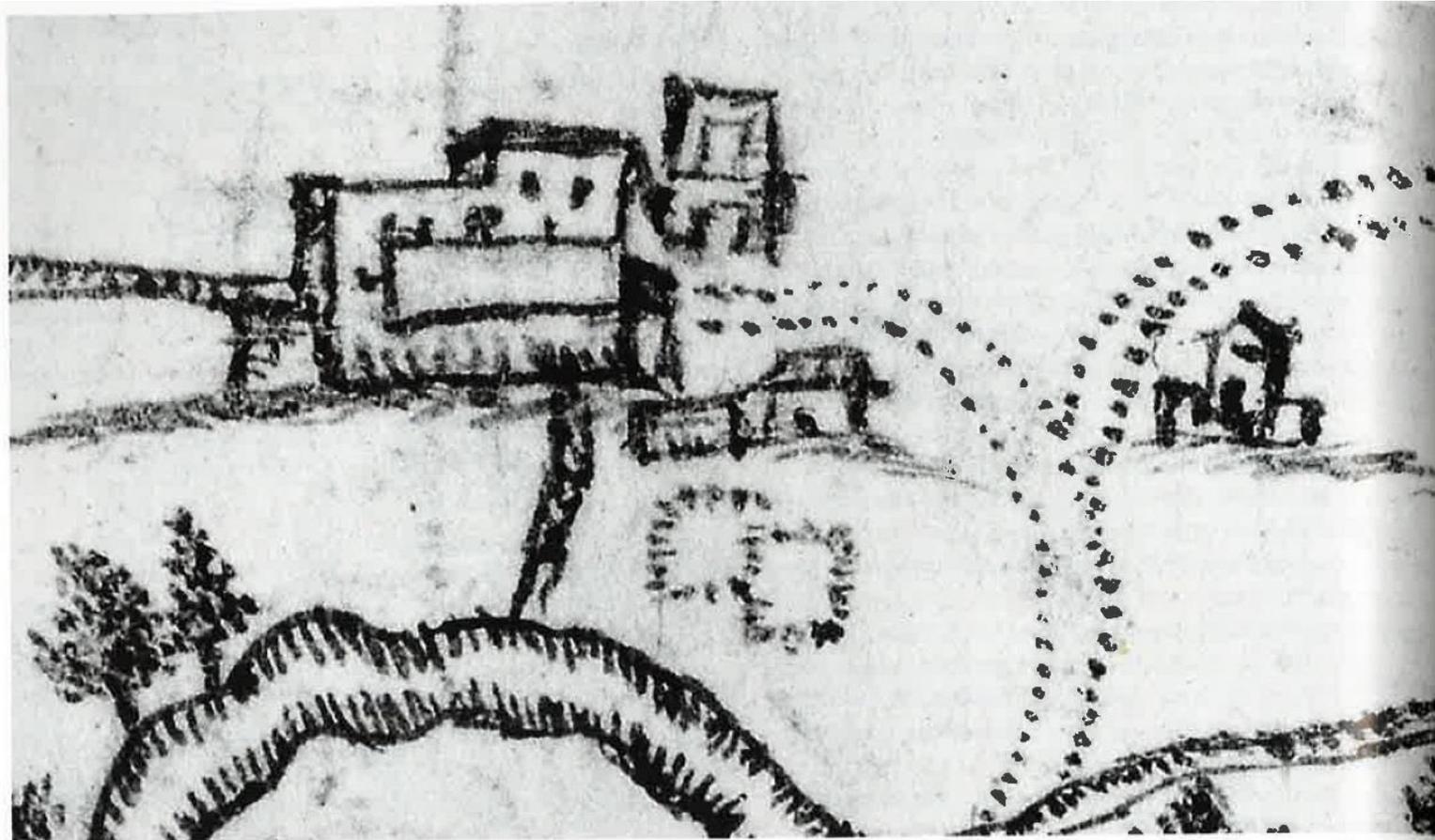


# Photograph of Alamo Plaza Fiesta - 1928





# Reconciling an Important Issue



1724: Mission Valero destroyed by a severe storm and relocated to its third and current location



# Reconciling an Important Issue



1740s: Acequia and convento completed; church construction begun (collapsed shortly after)

1700

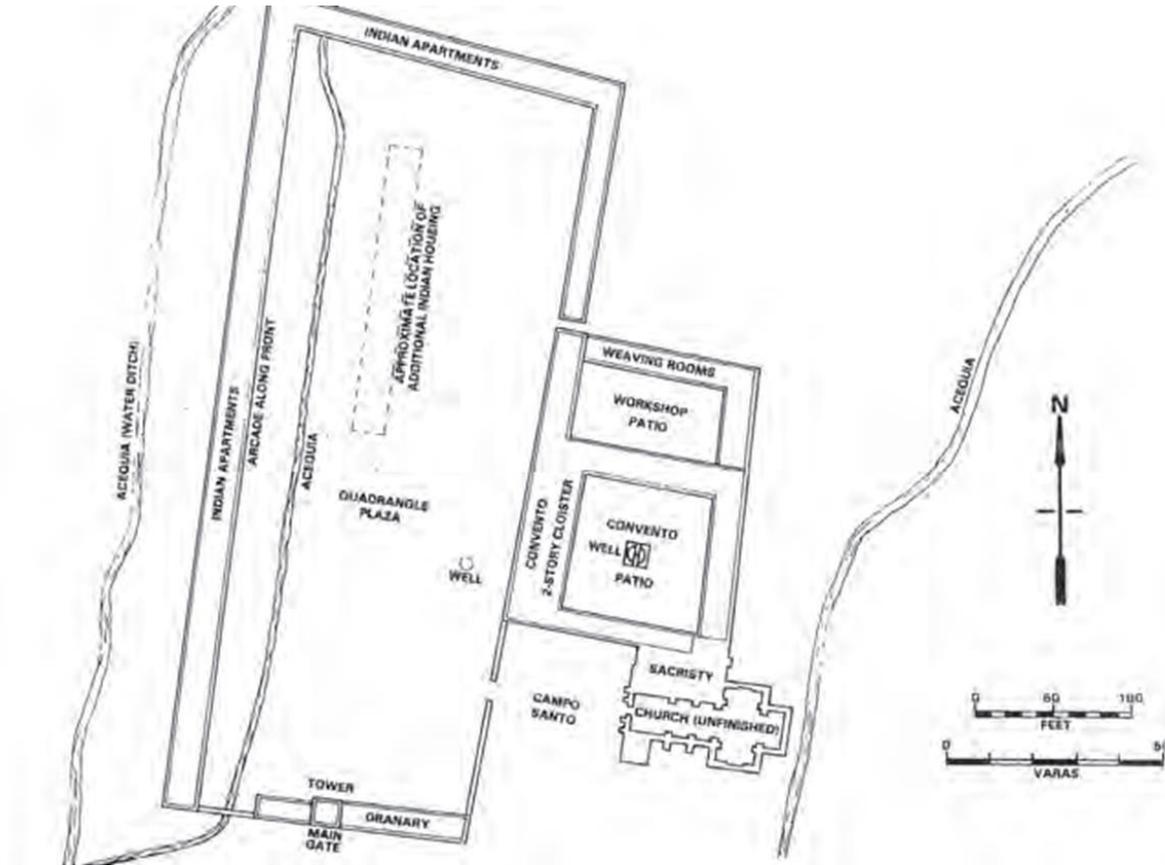
1800

1836

1900

2000

# Reconciling an Important Issue



1759: Protective enclosure completed



# Reconciling an Important Issue



1793: Fields and residences turned over to locals;  
church and convento given to the local diocese

1700

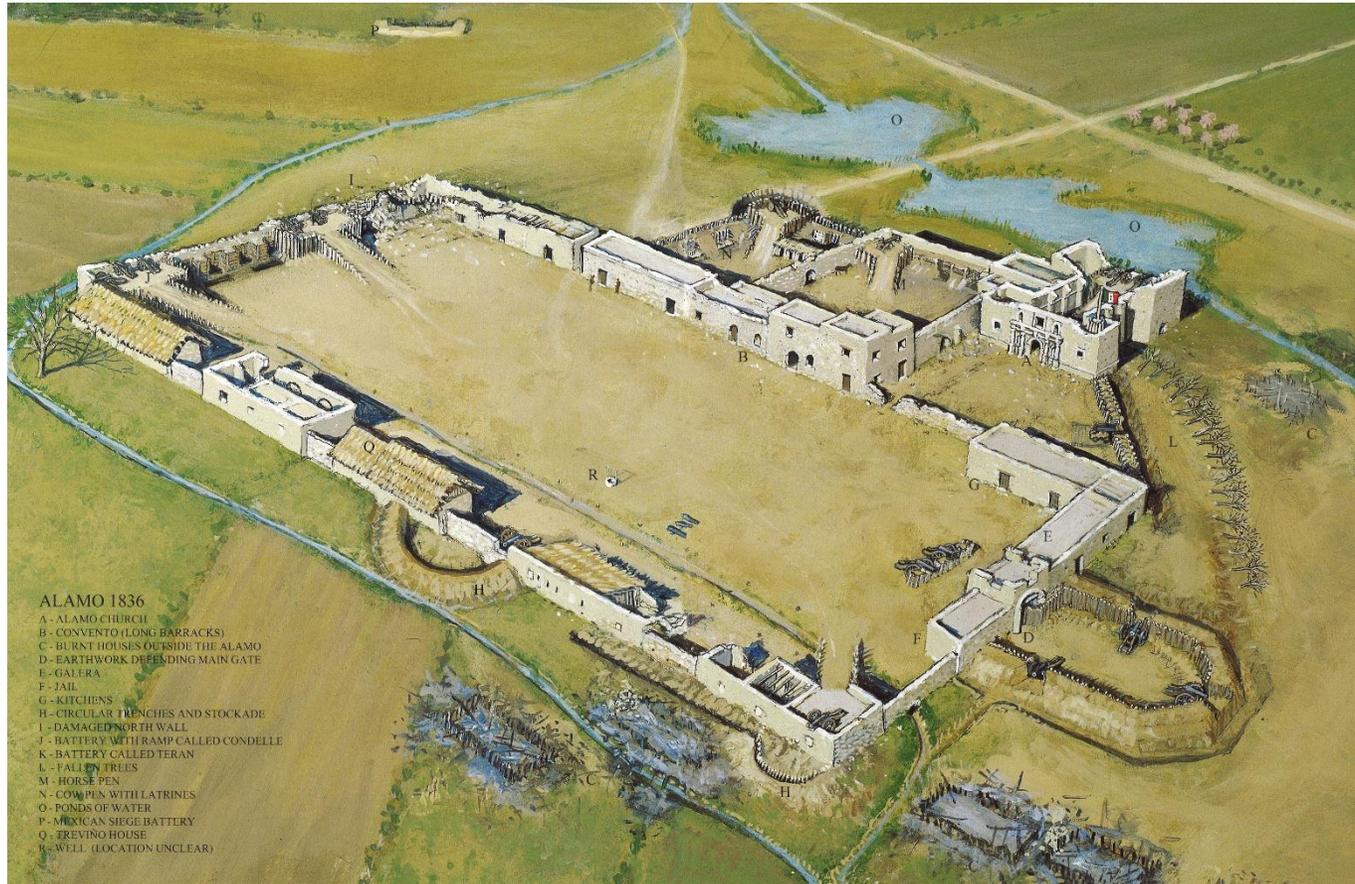
1800

1836

1900

2000

# Reconciling an Important Issue



- ALAMO 1836
- A - ALAMO CHURCH
  - B - CONVENTO (LONG BARRACKS)
  - C - BURNT HOUSES OUTSIDE THE ALAMO
  - D - EARTHWORK DEFENDING MAIN GATE
  - E - GALERA
  - F - JAIL
  - G - KITCHENS
  - H - CIRCULAR BENCHES AND STOCKADE
  - I - DAMAGED NORTH WALL
  - J - BATTERY WITH RAMP CALLED CONDELLE
  - K - BATTERY CALLED TERAN
  - L - FALLEN TREES
  - M - HORSE PEN
  - N - COW PEN WITH LATRINES
  - O - PONDS OF WATER
  - P - MEXICAN SIEGE BATTERY
  - Q - TREVINO HOUSE
  - R - WELL (LOCATION UNCLEAR)

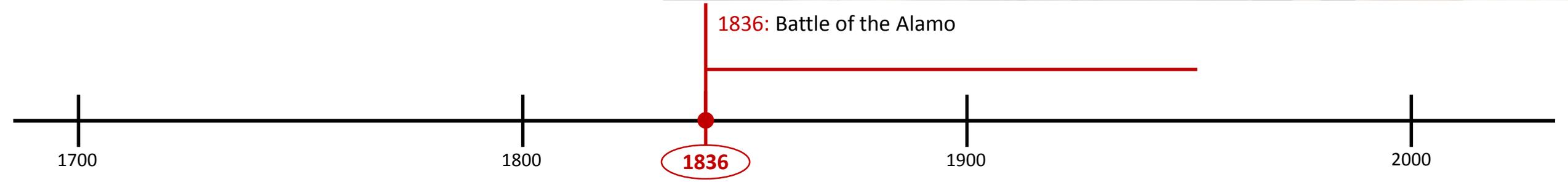
1836: Texas declares independence from Mexico



# Reconciling an Important Issue



1836: Battle of the Alamo



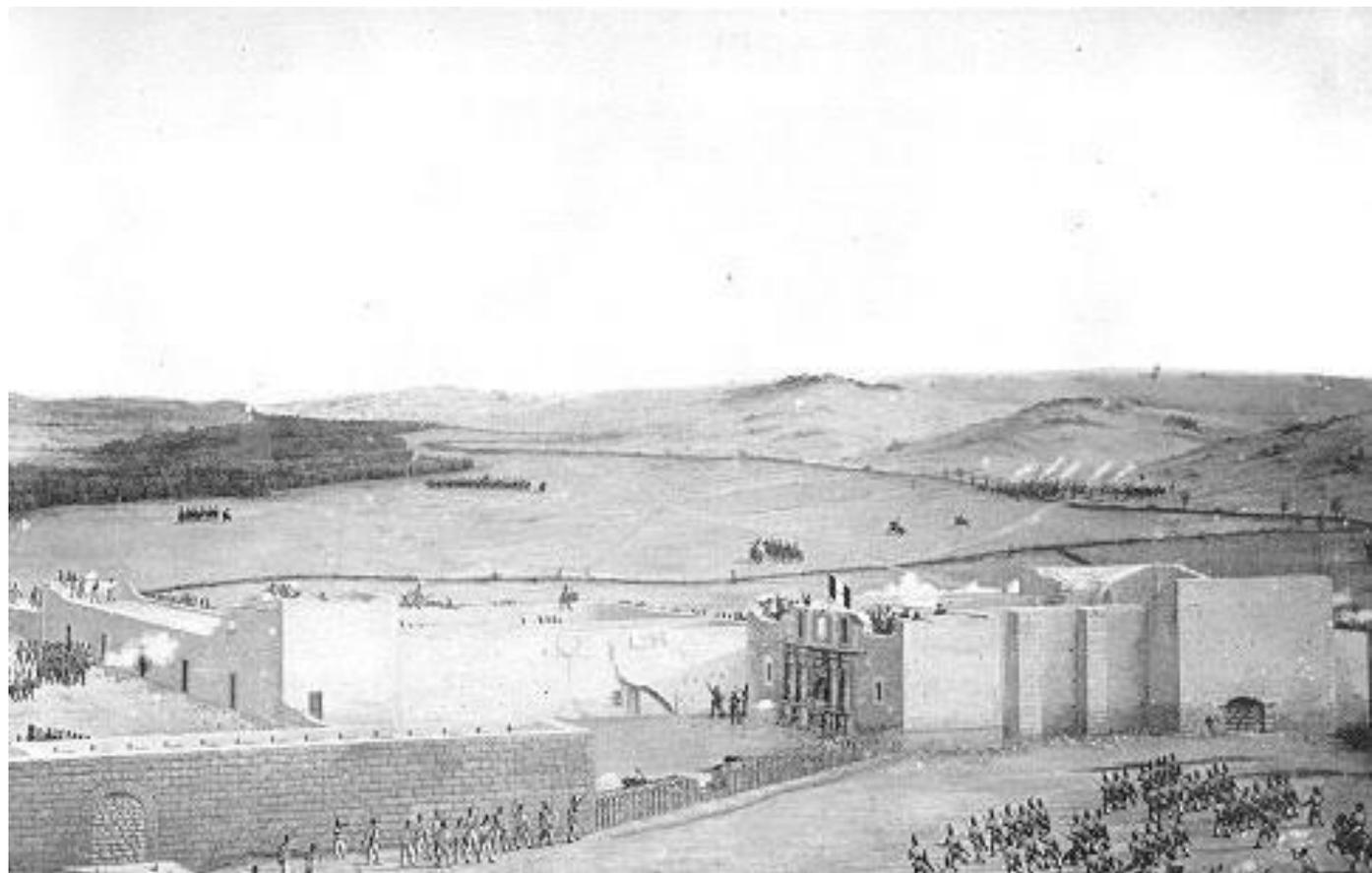
# Reconciling an Important Issue



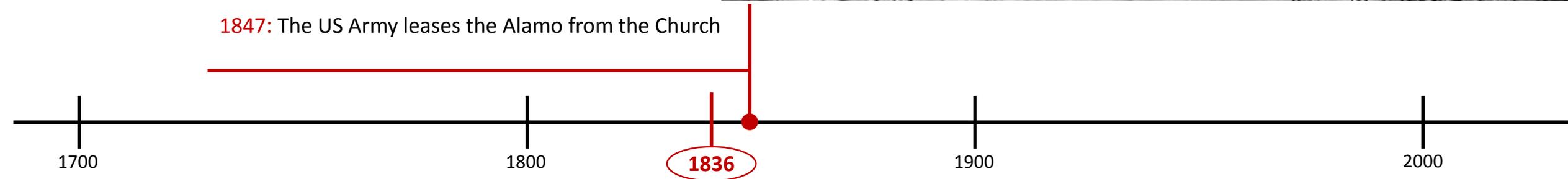
1845 - 1848: The US annexes Texas; Mexican-American War ends with sale of Texas to US



# Reconciling an Important Issue



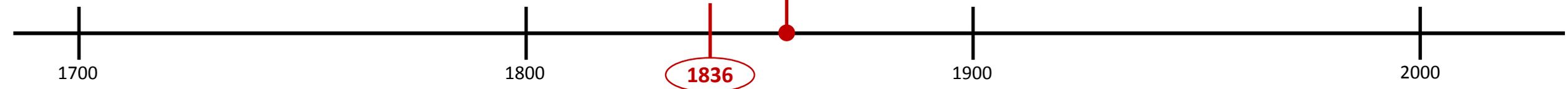
1847: The US Army leases the Alamo from the Church



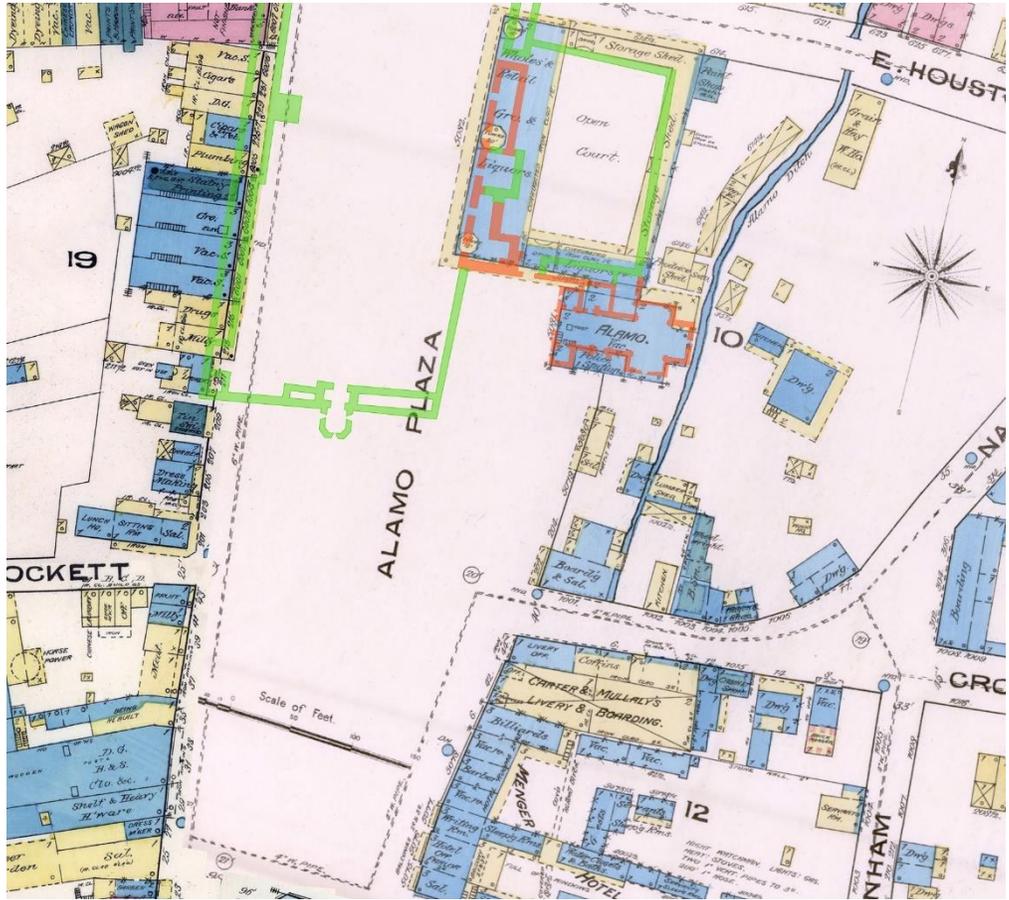
# Reconciling an Important Issue



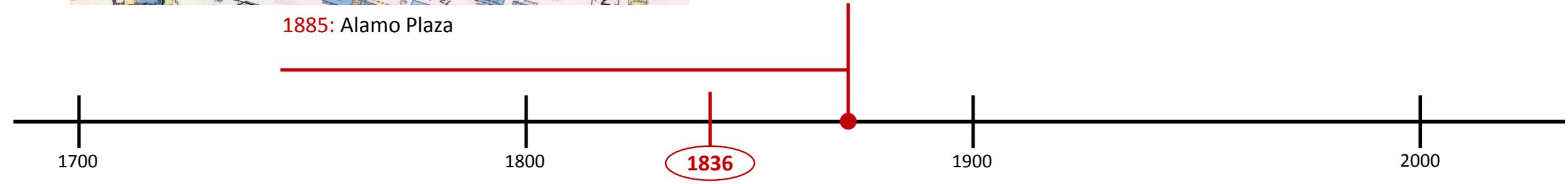
**1861:** Texas seceded from Union and Confederate forces peacefully occupied the Alamo



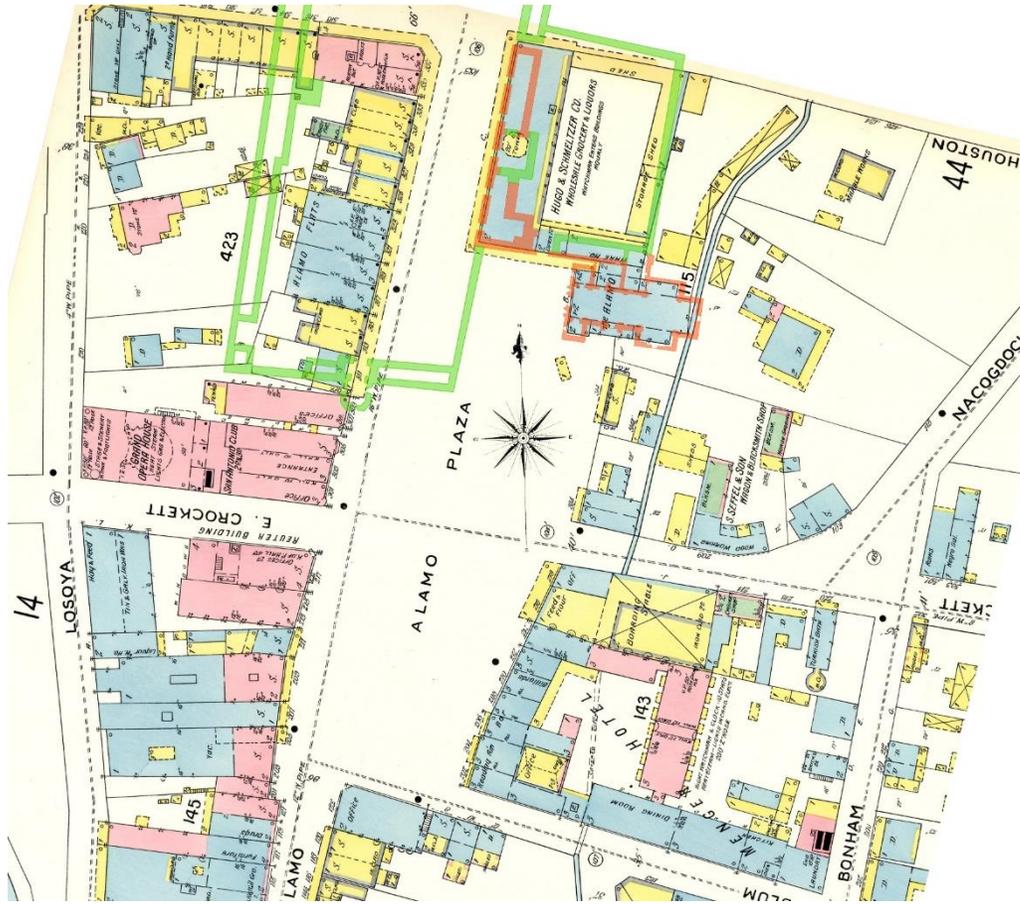
# Reconciling an Important Issue



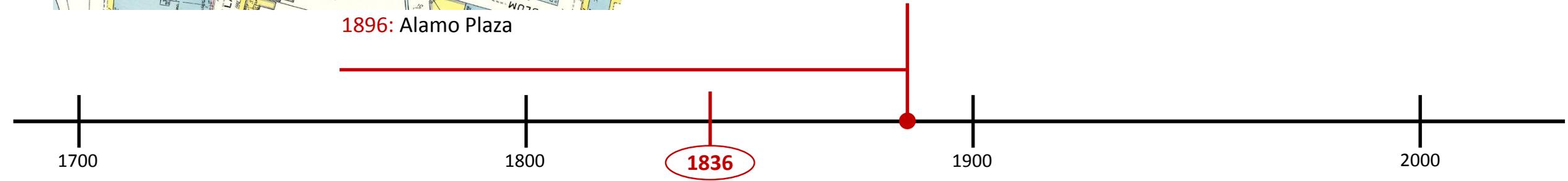
1885: Alamo Plaza



# Reconciling an Important Issue



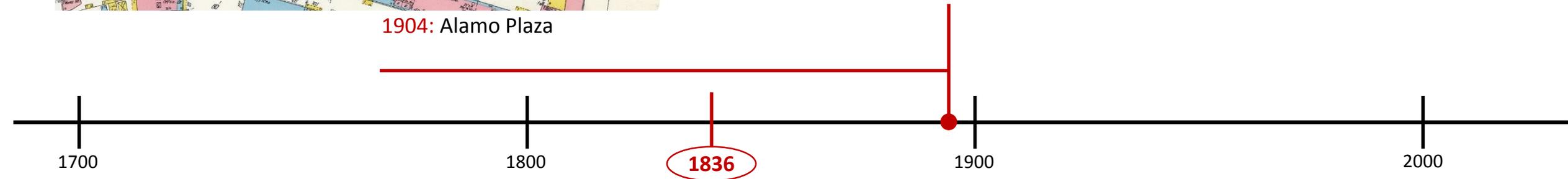
1896: Alamo Plaza



# Reconciling an Important Issue



1904: Alamo Plaza



# Aerial Image - 1950



# Aerial Image - 1950 with 1836 Compound



# Aerial Image - 1950 with 1836 Compound



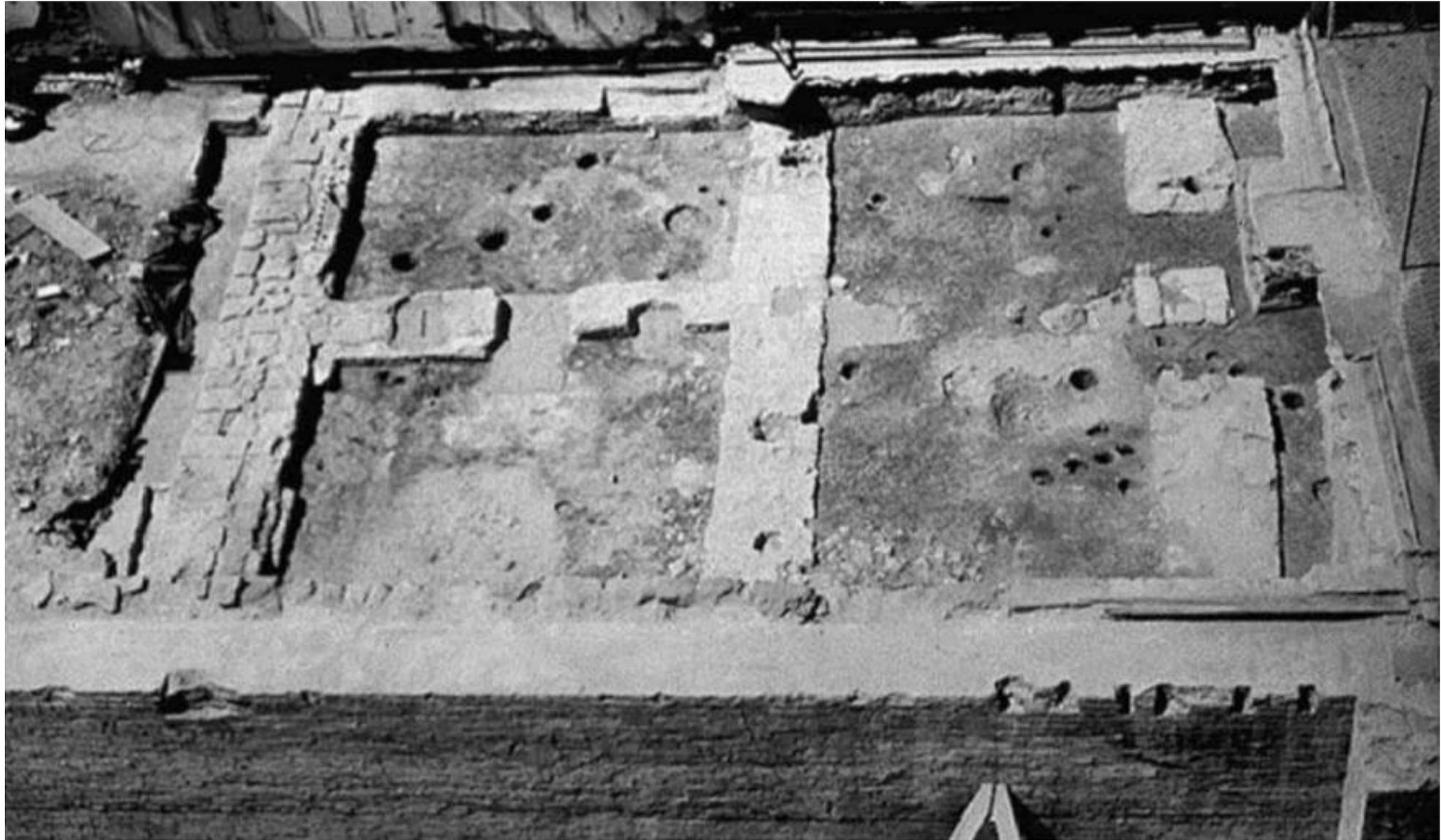
# Aerial Image - 1950 with 1836 Compound

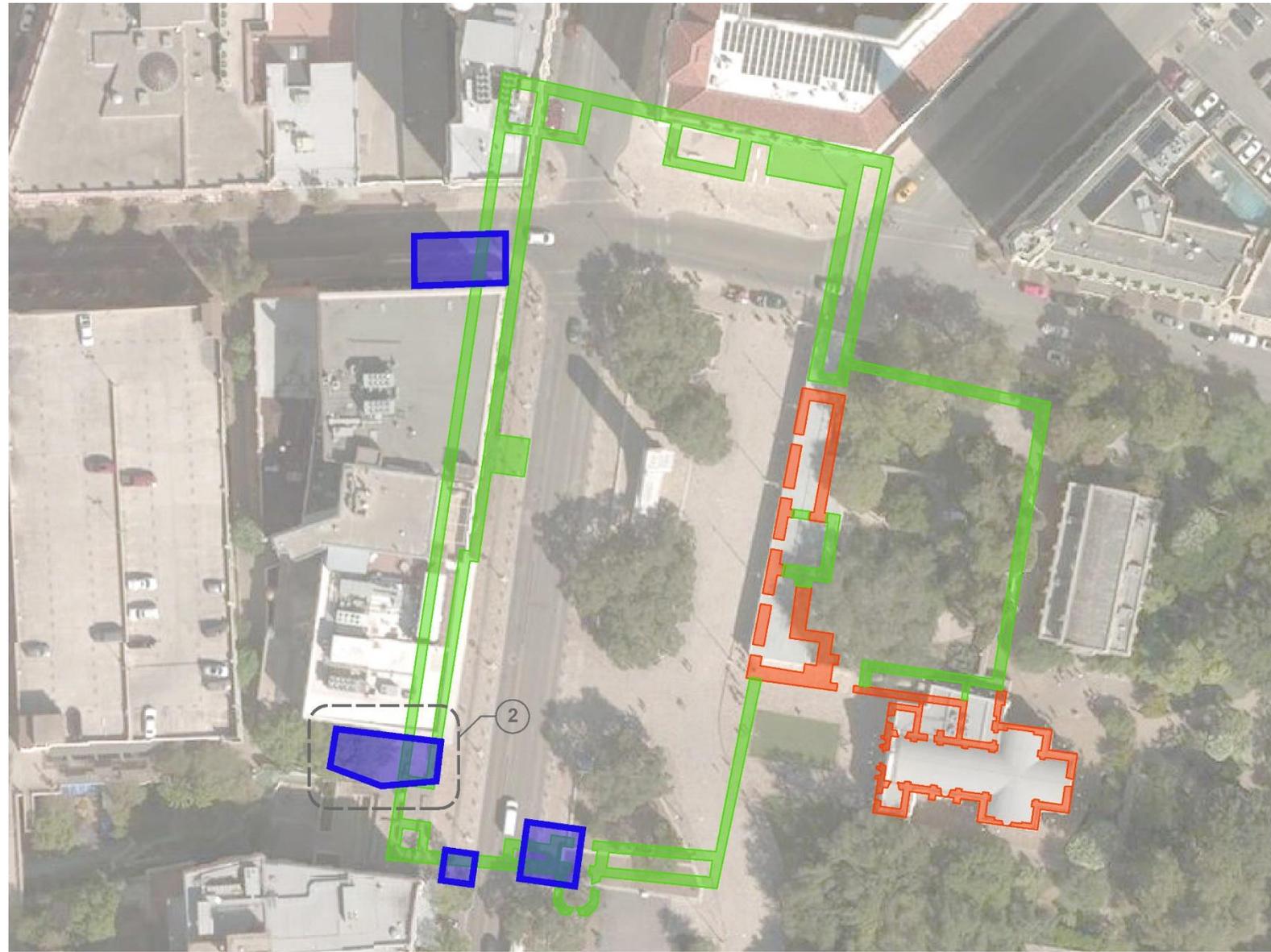
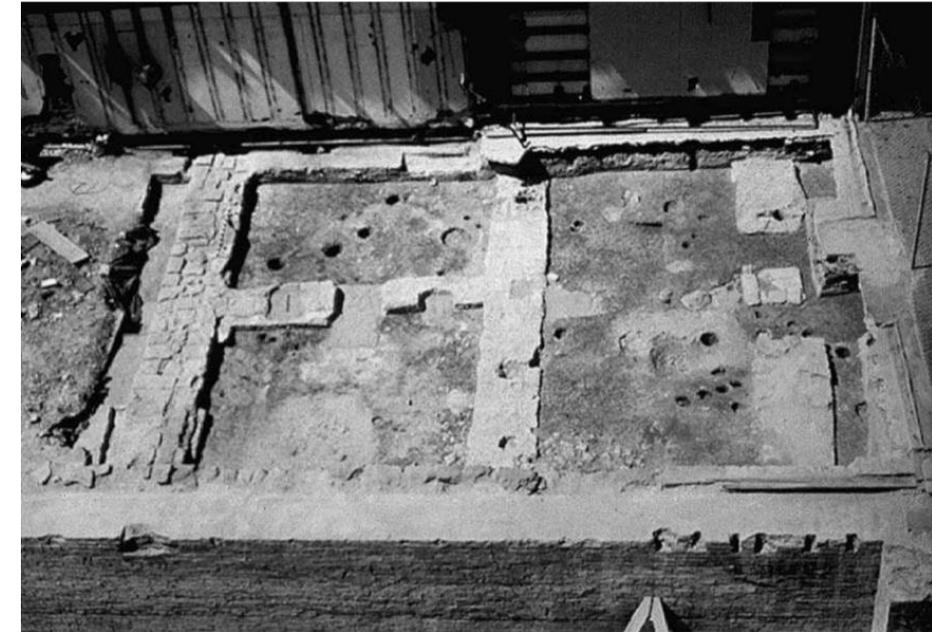


# Deciphering Historic Puzzles

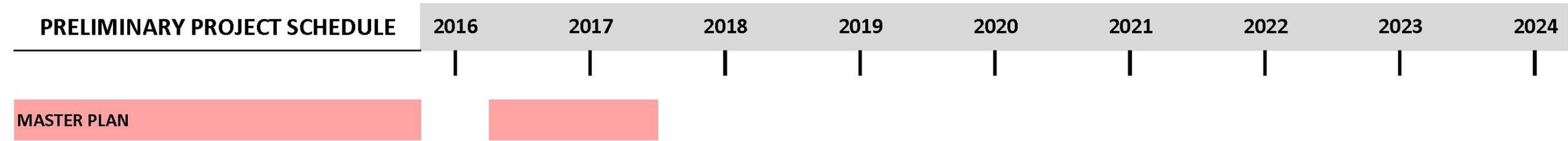


# Layers We Are Seeking

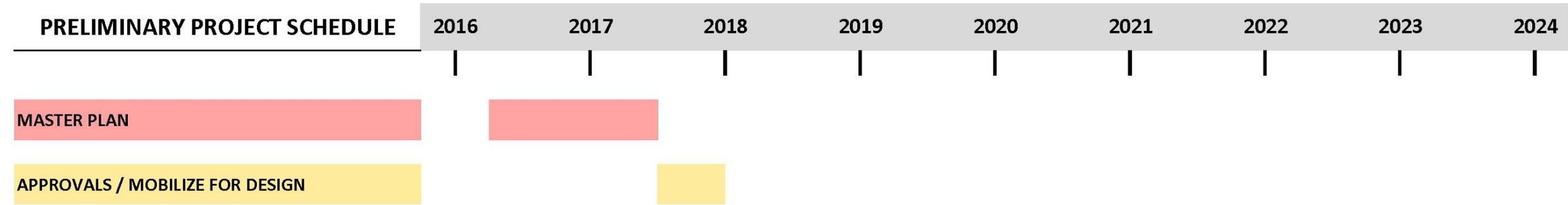




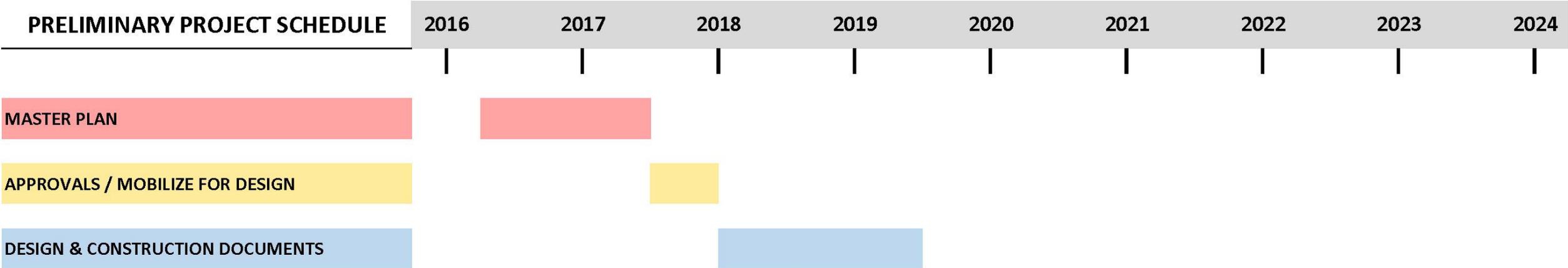
# Preliminary Project Schedule



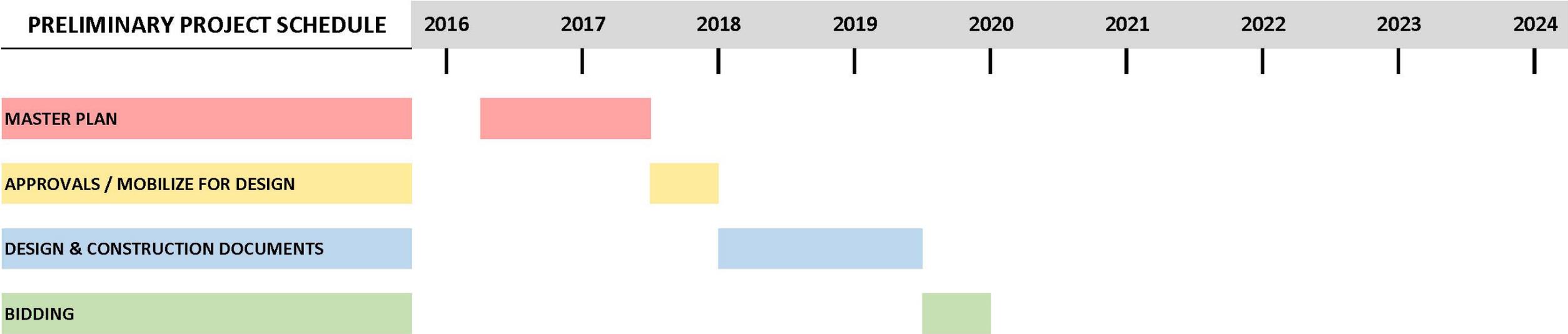
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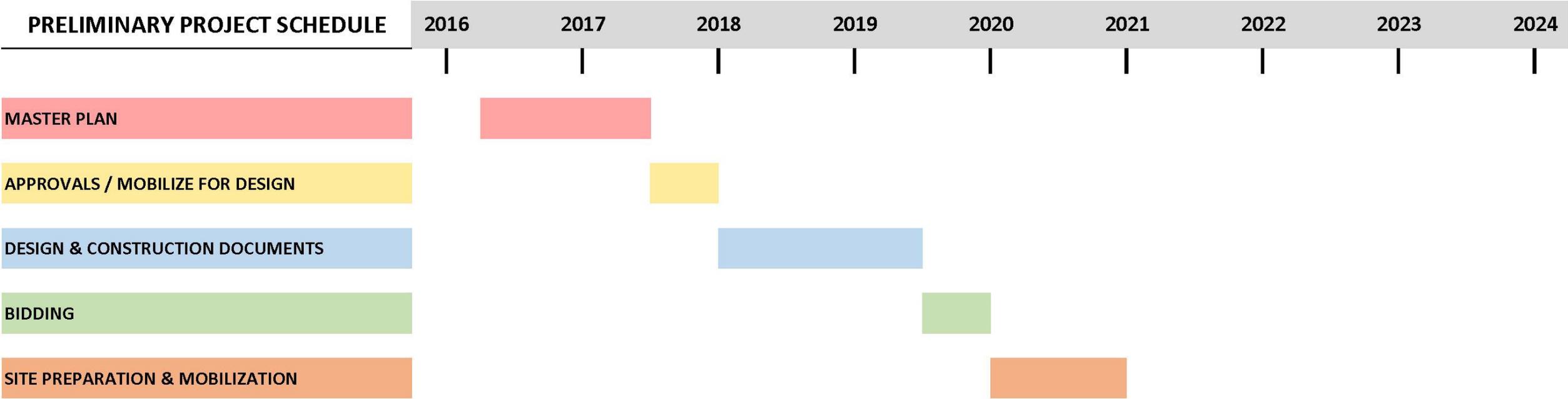
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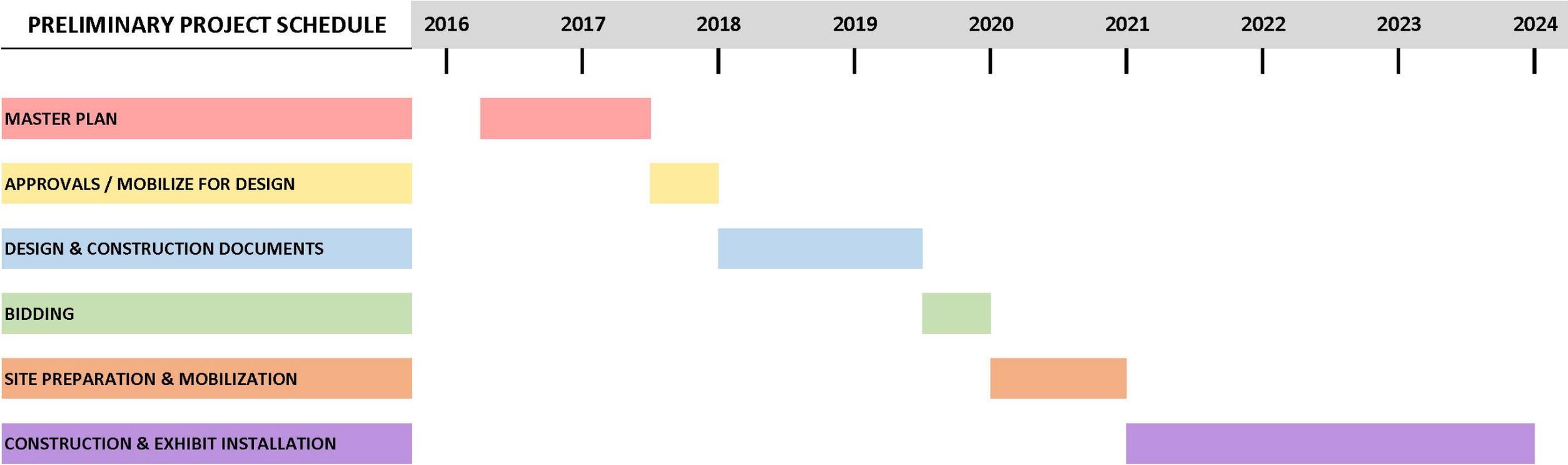
# Preliminary Project Schedule



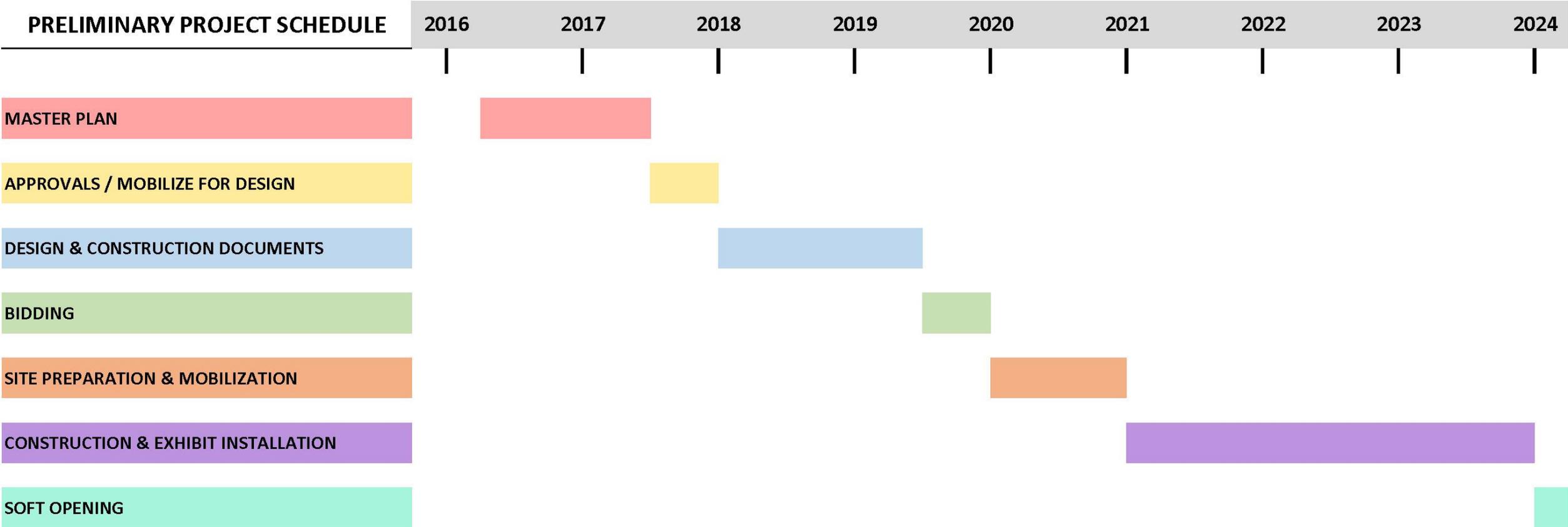
# Preliminary Project Schedule



# Preliminary Project Schedule



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# From Outstanding Universal Values to Texas Historic Values

## Achieving a Delicate Balance

OUTSTANDING  
UNIVERSAL  
VALUES

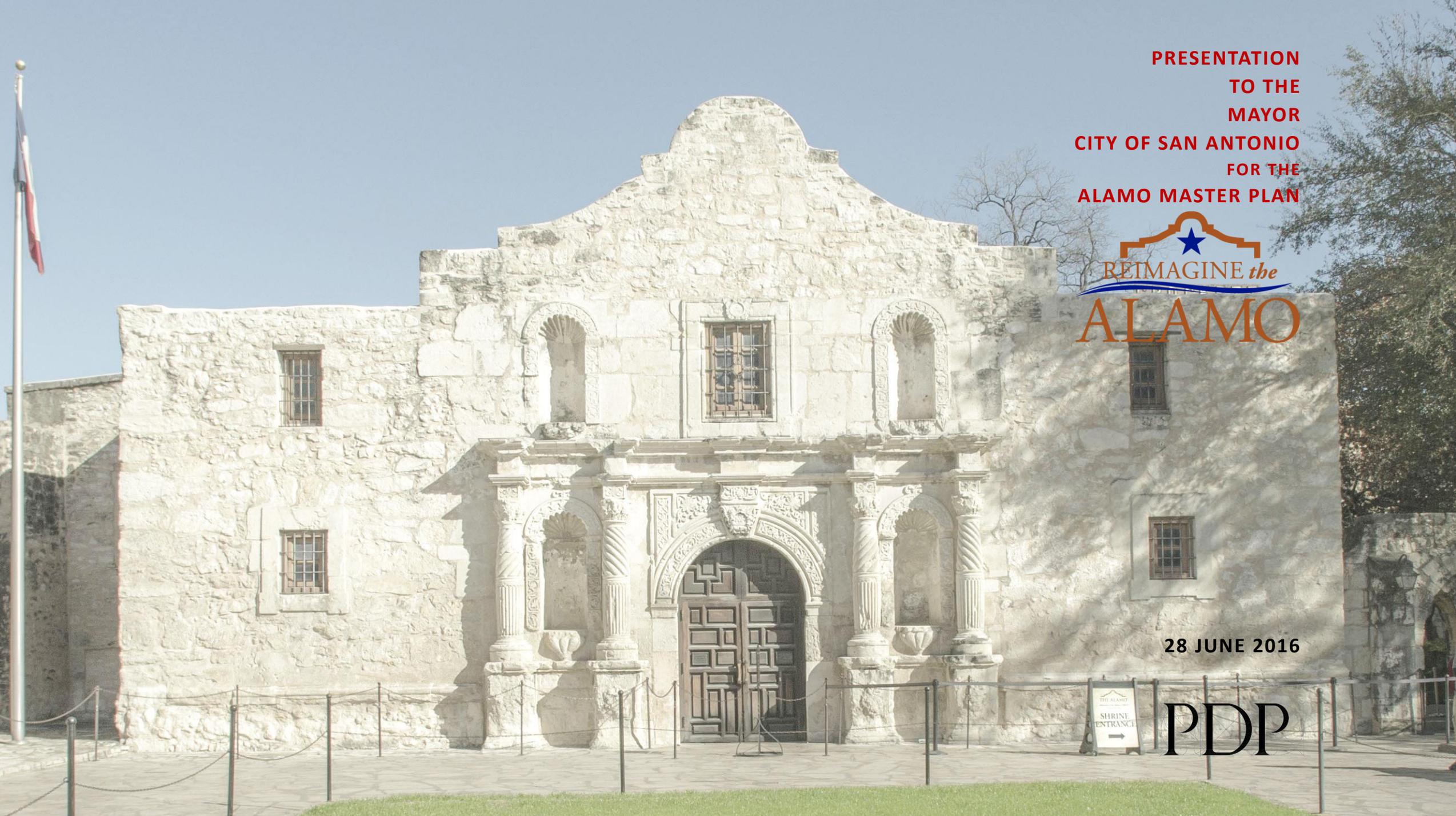
TEXAS  
HISTORIC  
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PRESENTATION  
TO THE  
MAYOR  
CITY OF SAN ANTONIO  
FOR THE  
ALAMO MASTER PLAN

  
REIMAGINE *the*  
ALAMO

28 JUNE 2016







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# THE JERUSALEM POST



A view of al-Aksa mosque on the Temple Mount from the Jerusalem neighborhood of Silwan..(Photo by: REUTERS)

## UNESCO disavows Israeli sovereignty in Jerusalem in 22-10 vote

By TOVAH  
LAZAROFF,HERB  
KEINON  
05/02/2017

Netanyahu claims victory as number of opponents drops; Palestinians say international law upheld  
A UNESCO vote disavowing Israel's sovereignty in Jerusalem that passed with only 38% of the voting countries actually supporting the measure represents a diplomatic victory for Israel, Prime Minister Benjamin Netanyahu said on Tuesday, soon after the vote.

With 22 nations supporting the measure, 10 opposing it, 23 countries abstaining and three absent, the 58-member UNESCO Executive Board gathered in Paris on Israel's birthday approved the resolution referred to as "occupied Palestine."

"The number of countries who support this absurd UNESCO resolution is getting smaller," Netanyahu told the diplomatic corps at an Independence Day reception.

It's a significant shift from the passage of UNESCO Jerusalem resolutions last year, with 33 nations approving a controversial anti-Israel text in April and 24 voting for it in October.

With a determined effort, it will be possible to whittle that number down further, "because there is no need for these types of votes in the UN," Netanyahu said.

Speaking at the International Bible Quiz prior to the vote, Netanyahu said there was no nation in the world to whom Jerusalem was more holy than to the Jewish people.

"I know that today there is a vote in UNESCO that will try to deny that simple truth, we reject UNESCO," he said.

Throughout Jewish history, he added, Jerusalem was "the heart of the people, the place to which everyone turned to, went to and prayed toward."

Netanyahu was heavily involved in efforts that began Friday to get states that appeared as if they would support the watered-down resolution that was agreed upon with the Palestinians to vote against. The US, according to senior diplomatic officials, was also involved in this effort.

Israel had feared it would lose European support, particularly given that as a result of a German-led effort, the 11 EU states on the board had met with the resolution's Arab sponsors to work on a common language.

But those efforts fell apart when both Italy and the UK stated that they would oppose the measures, while Sweden was bent on supporting it.

Israel's Ambassador to UNESCO Carmel Shama-Hacohen said that the Arab states were shocked on Tuesday to discover how badly the tide had turned against them.

The ten countries who opposed the measure were: the United States, Italy, the UK, the Netherlands, Lithuania, Greece, Germany, Paraguay, Togo and Ukraine.

Some of the countries that abstained were: Estonia, France, Slovenia, Spain, India, Japan, Kenya and Uganda.

Countries that supported the measure included: Russia, Iran, South Africa, China, Brazil and Vietnam.

Among the leaders Netanyahu spoke to in the last few days were the presidents of Ukraine, Paraguay and Kenya, as well as the prime minister of Greece and the foreign minister of Italy.

The resolution was submitted by: Algeria, Egypt, Lebanon, Morocco, Oman, Qatar and Sudan, on behalf of the Palestinian Authority.

The PA Foreign Affairs Ministry declared the vote a victory for international law and a statement against Israel's "occupation" in Jerusalem.

The vote reaffirms "centrality of Jerusalem to world heritage as well as the need to confront the dangers posed by the illegal practices of Israel, the occupying power, in the city and elsewhere, which threaten the cultural and historical integrity of these invaluable sites.

"We reiterate [that] the single most important threat confronting Jerusalem and other important heritage sites in Palestine continues to be the Israeli occupation and its illegal practices, as well as its intransigence and refusal to respect international law and the obligations it must honor in accordance with these laws," the ministry said.

It added that it was pleased that Israel's "campaign of intimidation, political bullying and misinformation failed to achieve its desired results and was unable to derail the discussions and decision-making of states from the real and important issues addressed in the resolution."

At issue is a text that states: "All legislative and administrative measures and actions taken by Israel, the occupying power, which have altered or purport to alter the character and status of the Holy City of Jerusalem, and in particular the 'basic law' on Jerusalem, are null and must be rescinded forthwith."

MK Ahmed Tibi (Joint List) said that the text is in line with international law, which holds that east Jerusalem is a territory that has been "occupied" since 1967. "The Knesset's annexation of Jerusalem doesn't change that fact or create a new narrative," he said.

"A two-state solution necessitates the creation of a Palestinian state with east Jerusalem as its capital," Tibi added.

The new text dropped a controversial element from the 2016 resolution that ignored Jewish ties to the Temple Mount, referring to it solely by its Muslim name of al-Haram al-Sharif.

This text now states that it reaffirms "the importance of the Old City of Jerusalem and its Walls to the three monotheistic religions."

In the plenum, Shama-Hacohen told the Arab states, "You might think you won today, but actually you lost again and continue to lose with every passing day, as you insist on fighting medieval

wars in a modern age.”

“Here we are and we are here to stay,” he said.

Deputy Foreign Minister Tzipi Hotovely said that the “expected political decision by UNESCO only hurts the relevance of an organization that is supposed to preserve culture and heritage, but which time after time is derelict in its duty when it comes to Israel.”

Israel, she said, “does not need legitimacy from political organizations for its unshakable historic connection to our eternal capital Jerusalem, a connection of more than 3,000 years that speaks out from every stone in the city.”

Foreign Ministry spokesman Emmanuel Nahshon, meanwhile, expressed Israel’s anger at Sweden – the only EU country to vote for the resolution – in a tweet he posted. “Hard to believe Sweden is the only European country which voted against Israel at UNESCO today! Nothing short of shameful.” He capped the tweet off with a thumbs-down emoji.

It was not immediately clear whether or not Israel would summon Sweden’s ambassador to the Foreign Ministry to protest the vote.



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# Mother of Dem convention star Castro called Alamo defenders 'drunks,' 'crooks'

By ,

Published December 23, 2015

Fox News



Sept. 4, 2012: San Antonio Mayor Julian Castro and his mother, Maria del Rosario Castro, at the Democratic National Convention in Charlotte, N.C. (AP/Fox News)

The Hispanic Texas mayor whose keynote speech wowed the Democratic National Convention crowd Wednesday night draws political inspiration from his mother – who was a member of a radical civil rights movement and who reportedly thinks the truth behind the Battle of the Alamo is that Texans swiped Mexico's land.

Maria del Rosario Castro, the mother of San Antonio Mayor Julian Castro, said in 2010 that she grew up being told the battle was “glorious,” only to learn the so-called heroes were really “a bunch of drunks and crooks and slaveholding imperialists who conquered land that didn't belong to them.”

“But as a little girl I got the message -- we were losers,” she told *The New York Times Magazine*. “I can truly say that I hate that place and everything it stands for.”

The Alamo, then a sprawling mission for missionaries and American Indian converts, was attacked in February 1836 by Mexican General Antonio Lopez de Santa Anna. Though historical accounts vary, Texans, including famous frontiersman Davy Crockett, fought back for 13 days only to surrender, on March 6.

Maria del Rosario Castro also was a member of the *La Raza Unida*, a radical movement that defended the civil rights of Mexican-Americans in Texas.

The 37-year-old Hispanic mayor told *New York Times Magazine* that upon being elected mayor in 2009 he promptly hung in his private office a 1971 *La Raza Unida* City Council campaign poster that featured his mother.

Neither Castro nor his mother returned calls seeking comment.

Castro's twin brother, Joaquin, is running for a Texas congressional seat this year.

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<https://www.foxnews.com/politics/mother-of-dem-convention-star-castro-called-alamo-defenders-drunks-crooks>

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