

City of Las Cruces[®]

PEOPLE HELPING PEOPLE

Council Action and Executive Summary

Item # 13 Ordinance/Resolution# 10-152 Council District: 1

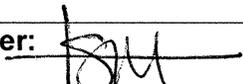
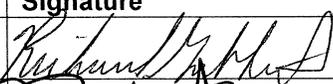
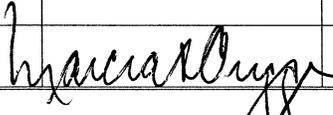
For Meeting of December 7, 2009
(Adoption Date)

TITLE:

A RESOLUTION AUTHORIZING THE ACCEPTANCE OF THE HISTORIC AMADOR HOTEL ADAPTIVE REUSE STUDY COMPLETED BY KELLS & CRAIG ARCHITECTS AND ADOPTING DESIGN OPTION THREE DESCRIBED IN THE STUDY AS THE PREFERRED OPTION FOR THE DEVELOPMENT OF THE ADAPTIVE REUSE OF THE HISTORIC AMADOR HOTEL.

PURPOSE(S) OF ACTION:

To authorize the acceptance of the completed study and to adopt one of three design options for implementation.

Name of Drafter: Tomás Méndez 		Department: Facilities/Project Mgmt. 		Phone: 541-2502	
Department	Signature	Phone	Department	Signature	Phone
Facilities Department		541-2651	Budget		2300
			Assistant City Manager		2271
Legal		2128	City Manager		2076

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

The City Council approved, through Resolution No. 09-121 (RFP 08-09-301), a design and planning services contract with Kells & Craig Architects for the Historic Amador Hotel Adaptive Reuse Study. The Historic Amador Hotel is located at 108 West Amador Ave. and is owned by the City of Las Cruces. Funds for the preparation of the study were provided by a special appropriation from the Legislature in 2007 and 2008.

The final draft of the study was submitted to City staff and subsequently presented to City Council on August 10, 2009. The study is complete save for its acceptance by the City Council and adoption of one of the proposed design options. Design Option Three is the one that was preferred by the Board of Directors of the Amador Museum Foundation during the August 10, 2009 City Council Work Session. This option includes a restaurant operation, special event hosting, and limited office space, with the integration of interpretative local history exhibits.

Design Option One included a gallery space for a museum exhibition on the Amador Hotel and family event space with a patio area, a gift shop, and a service area including catering facilities;

(Continue on additional sheets as required)

as well as office space on the second floor for local not-for-profit organizations. Design Option Two focused on the development of a 19-room boutique hotel with a cafe and bar area, a patio available for dining, service areas, gallery space for a museum exhibition, and a gift shop; hotel rooms would be on both the first and second floors.

SUPPORT INFORMATION:

Fund Name / Account Number	Amount of Expenditure	Budget Amount
Not Applicable		

1. Resolution
2. Summary of Draft Report of Historic Amador Reuse Plan
3. Letter from Historic Amador Museum Foundation supporting Design Option 3

OPTIONS / ALTERNATIVES:

1. Vote "Yes" and approve the Resolution; thereby, accepting the Historic Amador Hotel Adaptive Reuse Study and adopting Design Option Three as the preferred option by the Board of Directors of the Amador Museum Foundation.
2. Vote "No" and do not approve the Resolution; thereby not accepting the Historic Amador Hotel Adaptive Reuse Study and not adopting Design Option Three as the preferred option by the Board of Directors of the Amador Museum Foundation.
3. Vote to "Amend" the Resolution; thereby, providing direction to staff on how to proceed with the implementation of the Historic Amador Hotel Adaptive Reuse Study.
4. Vote to "Postpone" the Resolution and direct staff to review other options. This may cause a delay in closing out the contract and holdup the pursuit of funding by the Amador Museum Foundation.

(Continue on additional sheets as required)

RESOLUTION NO. 10-152

A RESOLUTION AUTHORIZING THE ACCEPTANCE OF THE HISTORIC AMADOR HOTEL ADAPTIVE REUSE STUDY COMPLETED BY KELLS & CRAIG ARCHITECTS AND ADOPTING DESIGN OPTION THREE DESCRIBED IN THE STUDY AS THE PREFERRED OPTION FOR THE DEVELOPMENT OF THE ADAPTIVE REUSE OF THE HISTORIC AMADOR HOTEL.

The City Council is informed that:

WHEREAS, the City Council approved Resolution 09-121 (RFP 08-09-301), a planning and design services contract with Kells & Craig Architects, for the Historic Amador Hotel Adaptive Reuse Study; and

WHEREAS, Kells & Craig Architects submitted the final draft of the study to City staff when it was presented to City Council at the Work Session held on August 10, 2009; and

WHEREAS, the study is complete save for its acceptance by the City Council and adoption of one of the proposed design options; and

WHEREAS, Design Option Three is the one that was preferred by the Board of Directors of the Amador Museum Foundation during the August 10, 2009 City Council Work Session; and

WHEREAS, this option includes a restaurant operation, special event hosting, and limited office space, with the integration of interpretative local history exhibits.

NOW, THEREFORE, Be it resolved by the governing body of the City of Las Cruces:

(I)

THAT, the Historic Amador Hotel Adaptive Reuse Study as completed by Kells & Craig Architects is hereby accepted.

(II)

THAT, the City Council hereby supports the adoption of Design Option Three as the preferred option for the development of the Historic Amador Hotel.

(III)

THAT, City staff is hereby authorized to do all deeds necessary in the accomplishment of the herein above.

DONE and APPROVED this _____ day of _____, 2009.

APPROVED:

Mayor

ATTEST:

City Clerk

(SEAL)

Moved by: _____

Seconded by: _____

VOTE:

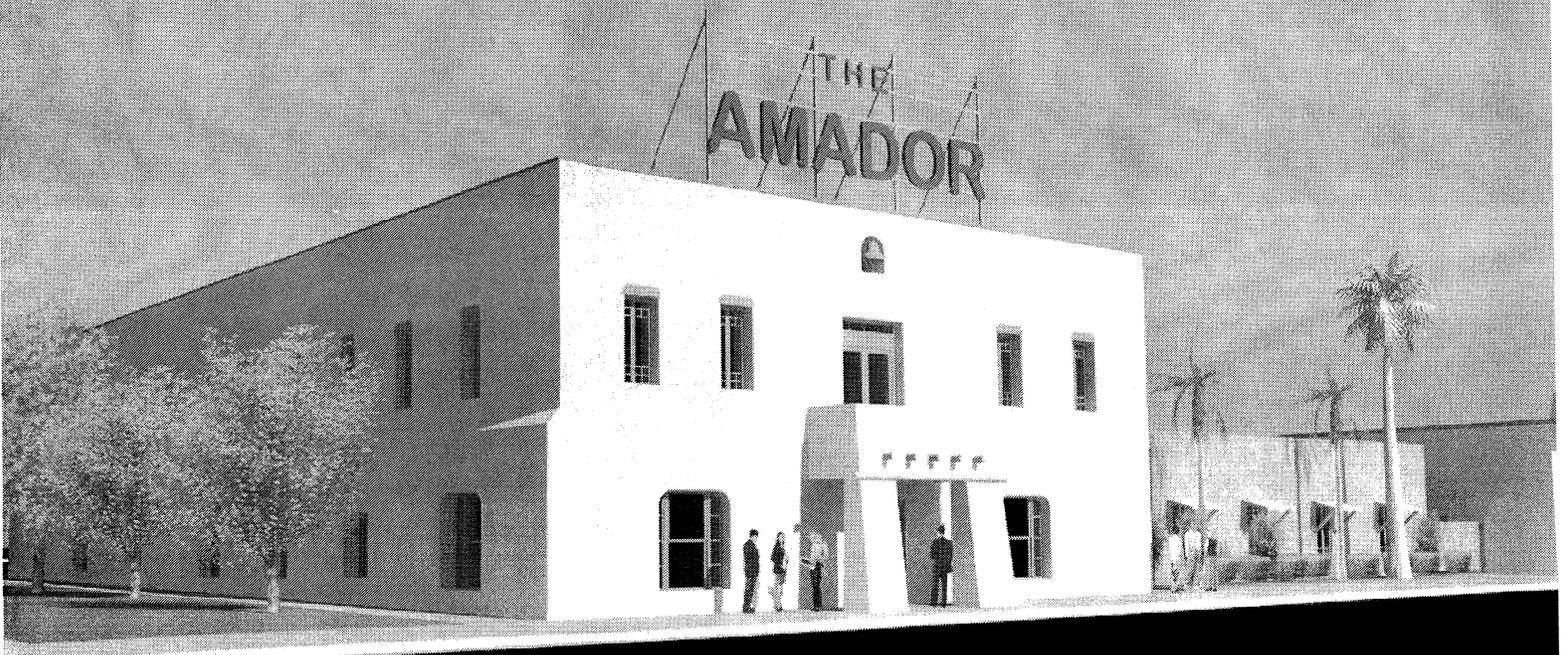
Mayor Miyagishima:	_____
Councillor Silva	_____
Councillor Connor:	_____
Councillor Pedroza:	_____
Councillor Small:	_____
Councillor Sorg:	_____
Councillor Thomas:	_____

APPROVED AS TO FORM:

[Handwritten Signature]
Asst City Attorney

THE AMADOR

Historic Hotel Reuse Plan
Summary of Draft Report



August 7, 2009

Prepared for
the City of Las Cruces
and the Amador Museum Foundation

Kells + Craig Architects
MK Communications
Andrew Merriell & Associates

ACKNOWLEDGMENTS

The consultant team wishes to acknowledge the contributions from City of Las Cruces staff, members of the Amador Museum Foundation, and the many citizens of Las Cruces who participated in the interviews, workshops and town hall meetings for this study. We would also like to thank Martin Amador Campbell II, for his valuable insights into the history of the hotel and the use of some of the historical photographs in this report. Likewise we wish to acknowledge the Rio Grande Historical Collection at NMSU for the use of other historic photographs of the building.

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THIS REPORT PROVIDES AN OVERVIEW OF THE DRAFT REPORT FOR THE AMADOR HISTORIC HOTEL REUSE PLAN. REFER TO THE FULL REPORT FOR ADDITIONAL INFORMATION AND DETAILED EXPLANATIONS.

INTRODUCTION

Originally built as a homestead for the Amador family in the 1870s, the Amador Hotel is a significant historic landmark in downtown Las Cruces and one of the oldest original buildings in the City. It served as a hotel and celebrated community-gathering space for almost 100 years, before being converted to a bank in the late 1960s and subsequently Dona Ana County offices in 1985. In 2005, the County moved to a new facility and placed the Amador Hotel on the market.

A group of local citizens, that became the Amador Museum Foundation in 2006, actively petitioned Dona Ana County and the City of Las Cruces, advocating for the preservation and rehabilitation of the building. Eventually the County donated the building to the City with the stipulation that the building be considered for a history museum.

The Foundation successfully petitioned the New Mexico

Legislature to appropriate \$176,900 for the development of a plan to preserve the building, and to create an interpretive and operations plan for a history museum. Through competitive proposals the City engaged the architectural firm of Kells + Craig Architects, along with museum consultants Andrew Merrill and Associates and MK Communications to provide expertise in architecture, historic building preservation, museum exhibits and programming, operations, financing and marketing.

The following is a summary of the draft Historic Amador Hotel Reuse Plan to be presented to the Las Cruces City Council working session on August 10, 2009. Following this presentation and subsequent review by the Council, City staff and members of the Amador Museum Foundation, the consultant team will incorporate comments and issue the final report.

I. DISCOVERY PHASE / DATA GATHERING

PURPOSE:

The purpose of this phase was to:

- Seek input about community preferences for the interpretive plan for the museum and exhibits.
- Obtain insights into potential operations, management, marketing, and funding for the project.
- Research the building's history and identify extant elements of historic significance.
- Measure and document the building and the site.
- Review building code and other requirements affecting the development of the project.

STAKEHOLDER INTERVIEWS:

Over 30 individuals were interviewed in-depth in late January 2009 for their views of and aspirations for the development of the Amador Hotel. These individuals represented a wide range of community interests, including representatives of the City, the Amador Museum Foundation, and the business and educational community. At the outset of the project, the consultants assumed the Amador Hotel building was destined to become a historical museum. From the interpretive planning angle they hoped the stakeholder interviews would give them some idea of the range of pre-existing visions for the museum. Interpretive planning seeks to obtain good answers to the basic questions that define a museum, or visitor center, or any institution whose purpose is to tell some kind of a story.



Almost everyone interviewed exhibited a deep passion for preserving the Amador Hotel building. Interviewees reported fears that either 1) the building would be razed, or 2) it would be converted into a professional office or some other non-public use. Interviewees also reported that once the building's ownership was successfully transferred from the County to the City the project lost some momentum because the immediate danger of loss of the building was averted.

The consultants found much less interest in establishment of a new history museum for Las Cruces. The area is already rich in museum opportunities and the configuration of the Amador building is not particularly conducive to exhibit use. At the conclusion of the interviews the question still remained as to the most appropriate role of the Amador building in the Las Cruces community. The question compelled the team to look at what the building's roles have been historically and how these roles might inform the choice of its future role.

INTERPRETIVE PLAN

Interpretive planning seeks to obtain good answers to the basic questions that define a museum, visitor center, or any institution whose purpose is to tell some kind of a story. Below is an outline of the outcomes of our investigation.

Constituency/Audience

- Everyone who cares about preserving the building—the majority of the community, or at least its long-term residents
- The Amador Museum Foundation (AMF)
- The City of Las Cruces
- Newcomers to Las Cruces

Message/Mission

- Cultural/ethnic diversity: A good community embraces all its constituents. All members of the community have a right to pride in their heritage.
- Preserve the Amador Building
- Use a small part of the building to tell the story of the Amador

Content/Story

- The life of the Amador Hotel building
- Its significance to the community
- The family that built and operated it
- The people who passed through its doors

Visitor Experience

- Interactive
- Hands-on
- Technologically up-to-date
- Media-rich

OPERATIONS PLAN

In planning for developing, operating and managing the Amador History Museum, we looked for insight into the potential operations and funding of the project. We sought answers to basic questions concerning public and private financial support, community goodwill, and the actual management of the institution.

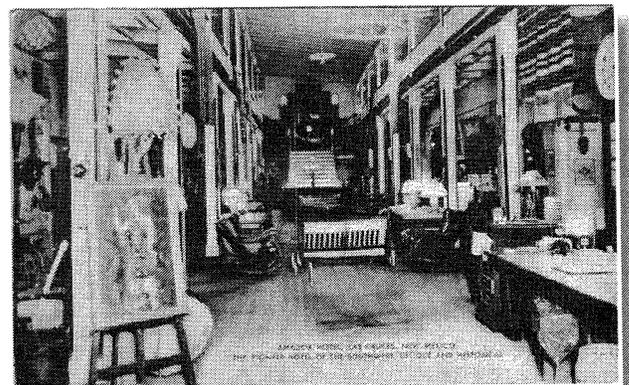
In 2007, the City of Las Cruces and the Amador Museum Foundation signed an agreement for the restoration of the Amador Hotel and the development of a Museum of History. The Foundation agreed that the City, through its Museum System, would administer the operations of a museum to be located in the Amador building. The Museum staff would be employees of the City and report to the Director of Museums. The staff would be responsible for interpretation of the building, acquisitions and manage-

ment of collections, installation of exhibitions, and program development.

The Amador Museum Foundation would provide funding for restoration and repair of all Amador property, expansions and renovation, and for museum planning and implementation of exhibitions. The Foundation would support annual operations and establish a museum gift shop.

Those interviewed on the feasibility of the project voiced concern that it was unreasonable to expect the Foundation to raise capital and operating funds to renovate the building and operate the museum. They understood that while the City would own the building and the collections and provide the staff, it would be up to the Foundation to provide funds for ongoing museum operations through monies obtain from grants, contributions, tax incentives, and other means. Some were skeptical as to the Foundation's ability to raise the monies needed to rehabilitate the building and create a viable history museum. It should be noted that the Foundation did petition the legislature and did receive nearly \$200,000 for the current museum study.

City officials noted that the Amador didn't necessarily have to be a history museum, and that the agreement between the City and the Foundation could be modified. The renovation of the building and its interior development must have City staff and financial support, but that the City budget was not going to sustain the Amador into the future. It was clear from stakeholders that the Amador needed to be preserved, but its function as a museum building was unclear. If funding for the preservation and rehabilitation of the Amador and the development of a museum were not available, the museum had little chance of moving forward.



HISTORIC PRESERVATION ANALYSIS

Method of Study

This analysis is intended as a preservation guide for the proposed renovation of the Amador Hotel. Primary sources used are field observations, Sanborn insurance maps, historic photographs, an oral history narrative provided by Martin Amador Campbell, Jr., the conditions assessment by the Cornerstones Community Partnerships (May 2008), and drawings of renovations and additions for Citizens Bank, 1969, 1974 and undated (assumed to be 1974 or later) provided by Gerald Lundeen Architect.

Historic Status

- Listed on the New Mexico Register of Cultural Properties
- Potentially eligible for National Register of Historic Places

Building Features

- Adobe exterior walls, finished with mud and lime plasters beneath the modern stucco finish, are in good condition and structurally sound.
- Historic wall finishes and ceilings remain intact above and behind furred out walls and dropped ceilings throughout much of the building.
- Carpet and plywood underlayment now cover the historic pine floors.
- Most historic doors have been removed and replaced.
- Balcony balustrade is original but was raised to current height to meet code requirements.
- A raised rooftop monitor now removed once admitted light and provided ventilation to the lobby.

Historic Evolution

- 1870s - One floor courtyard structure built, possibly in several phases.
- By 1893 - Second floor added and patio enclosed to form a double height "Theatre".
- By 1910 - The existing stairway is built at the north end of the lobby.
- By 1913 - Second floor porches removed, entry porch (portico) added, and windows replaced.
- By 1936 - Exterior walls are painted white, and lighted rooftop sign added.
- By early 1950's - Larger neon sign centered over south façade, and entry portico is replaced with Pueblo Revival style portal.
- 1970 - The building is renovated and expanded to become Citizens Bank.



EXISTING CONDITIONS AND DEVELOPMENT IMPLICATIONS

Previous Documentation

The documentation listed under Method of Study in the Historic Preservation analysis above was used by the architectural team to produce electronic drawings, including a 3-dimensional computer model, and to document the existing construction and building systems.

Field Measurement and Documentation

Tape measures and hand levels were used to take running measurements and triangulation to attempt to document the very irregular configuration of the historic adobe building. Prior to detailed design for the building these measurements should be verified using more accurate digital surveying equipment since some discrepancies were encountered. With a few exceptions, the construction of the 1970s additions closely followed the original drawings. More exact measurement of the original structure would also be easier once layers of furring and applied finishes added at later dates are removed. Since there are numerous floor levels and slopes these should also be documented using digital surveying equipment.

The building was reviewed by a structural engineer, and mechanical/electrical/plumbing engineer and reports are included in the appendix of the full report. The structural condition of the historic portions is considered good for the age of the building and no significant problems were noted. The condition of the more recent additions is good. The mechanical system is outdated and is unlikely to provide adequate conditioning for future uses, although portions of the system could be retained. The electrical service was recently updated and is adequate for recent uses but may require upgrading depending on future use.

Construction

Historic hotel

- 2-story adobe bearing walls, stucco and plaster finish
- Wood roof structure (vigas at west 1st floor rooms and north 2nd floor room, wood joists elsewhere)
- Interior frame and plaster/gypsum board walls
- Wood-framed floors (with limited areas of concrete slab-on-grade)
- Wood windows and doors.

Additions

- Reinforced concrete masonry bearing walls
- Cast-in-place concrete walls, floors and roof structure at 2 vaults.
- Steel joists and deck with concrete topping.
- Concrete slabs on grade
- Interior stud and gypsum board partitions
- Aluminum windows and steel exterior doors, wood interior doors.

Services/Utilities

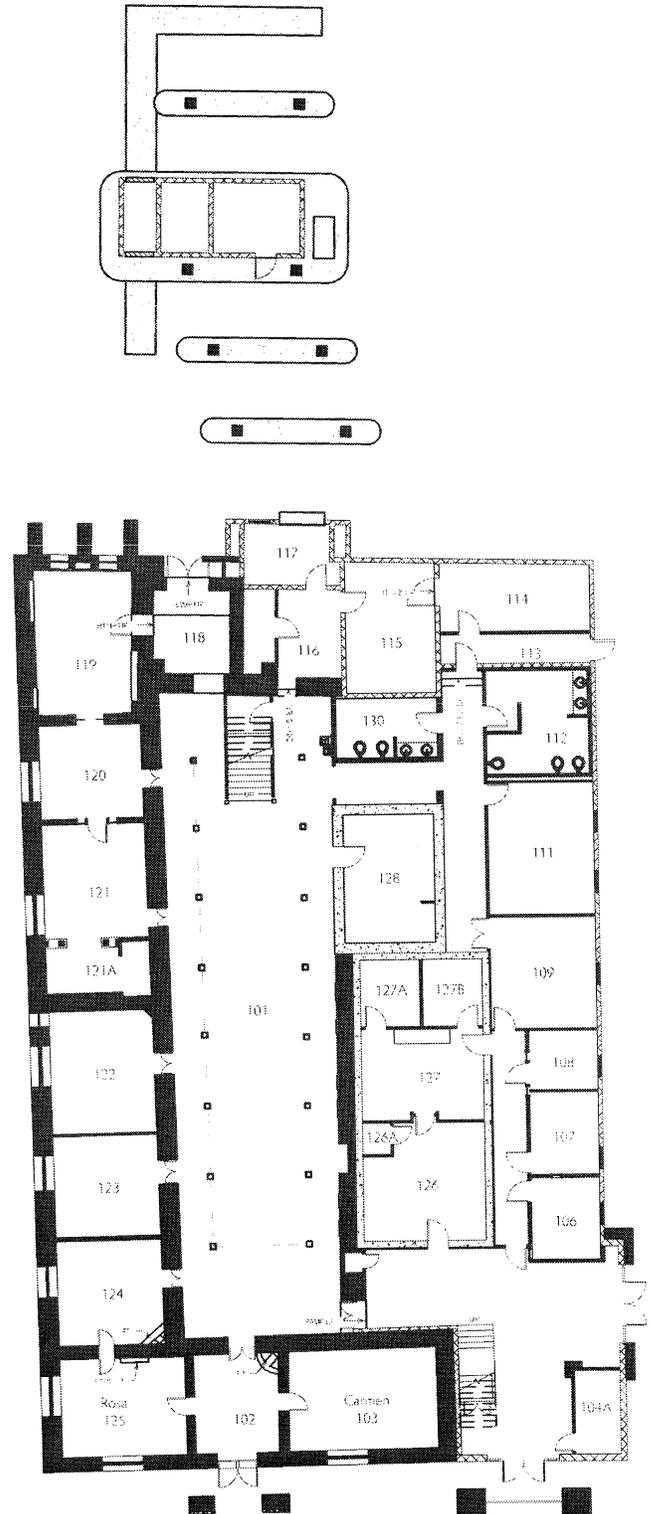
- HVAC: 2-pipe, change-over fan-coil system with boiler and central chiller with open ground source water loop through two wells located at northwest corner of building in parking/drive area.
- Electrical: 400 amp, 208 volt, 3-phase service fed from transformer at northeast corner of building.
- Gas service fed from meter at west wall of property to east.
- Sewer drains to north and west to main in Water Street.

BUILDING CODE OVERVIEW

Applicable Codes:

- International Building Code (IBC)
- International Existing Building Code (IEBC)
- Uniform Mechanical Code (UMC)
- Uniform Plumbing Code (UPC)
- National Electrical Code (NEC)
- International Fire Code (IFC).
- International Energy Conservation Code (IECC).
- ANSI 117.1,
- Americans with Disabilities Act Accessible Guidelines (ADAAG), however ADDAAG
- City of Las Cruces 2001 Zoning Code

An initial code analysis was performed during the discovery phase. The International Existing Building Code provides a methodology for assessing existing buildings and also allows some latitude by the building official in require-



EXISTING FIRST FLOOR PLAN

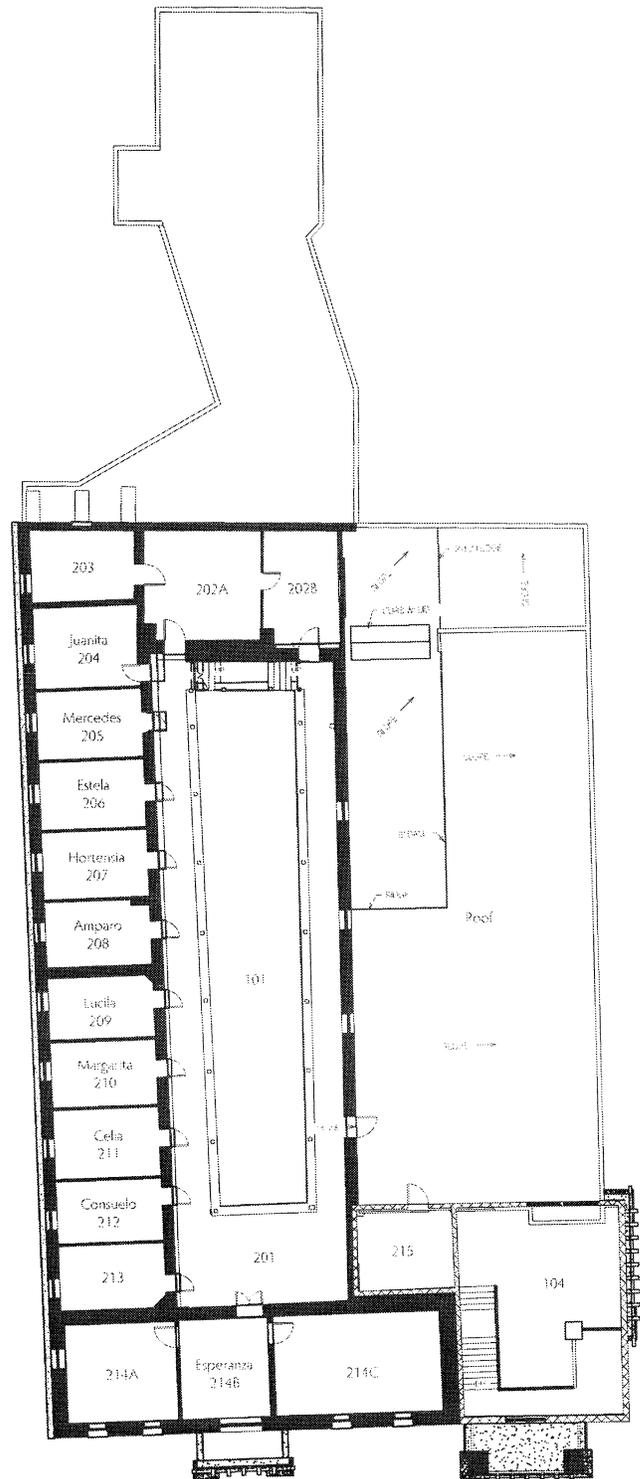
ing compliance with current codes. Historic buildings can be exempted from certain aspects of the code where they are technically infeasible or would threaten the historic character of the building. Significant findings of the analysis include the following:

- 1) The existing occupancy is a Group B (business) occupancy. Museums, meeting spaces and restaurants are Group A (assembly) occupancies. A change of occupancy requires a seismic analysis and possible reinforcing. If the second floor remains as office use this would most likely reduce the requirement to make significant changes to the second floor structure. Specific requirements cannot be determined without a more detailed structural analysis that is beyond the scope of this study.
- 2) A second exit stair will be required from the second floor.
- 3) If the building area is expanded an automatic sprinkler system would most likely be required to achieve the allowable area, but this would also make it easier to comply with other code requirements.
- 4) Providing full access to the second floor for people with disabilities would be technically infeasible (without compromising the building's historic character) due to the multiple level changes. Partial access would be desirable.
- 5) Historic finishes and construction can be retained to meet fire separation requirements.
- 6) One accessible entrance will be required to the historic building. All entrances and exits shall be accessible at other areas.

INTERIM REPORT FINDINGS AND FEEDBACK

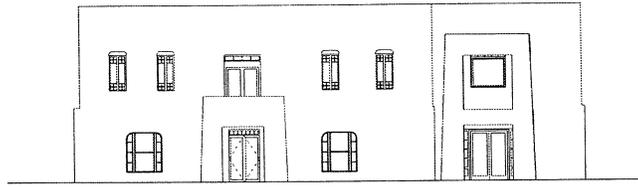
The above findings from the discovery and data gathering tasks were compiled into an interim report on March 30, 2009, which was submitted to the City of Las Cruces and the Amador Museum Foundation for review. An interim report at this phase was not originally anticipated but an interim approval was sought by the consultant team because information gathered at stakeholder interviews indicated that a change in the direction of the study was needed. Specifically, many interviewees indicated that they did not support the entire building being dedicated to a history museum, although this was seen as a necessary component of any reuse.

Following a meeting with City representatives and the Amador Museum Foundation on April 8, 2009, the consultant team was directed to organize visioning workshops to gather ideas about possible alternative or complementary uses for the building, after which alternatives could be developed for review.

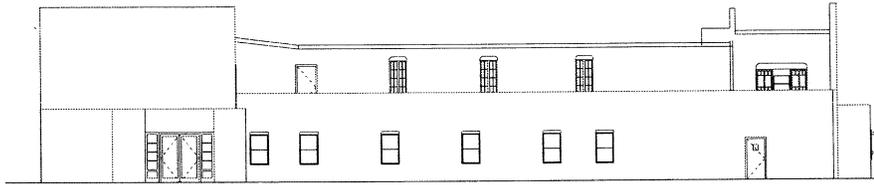


EXISTING SECOND FLOOR PLAN

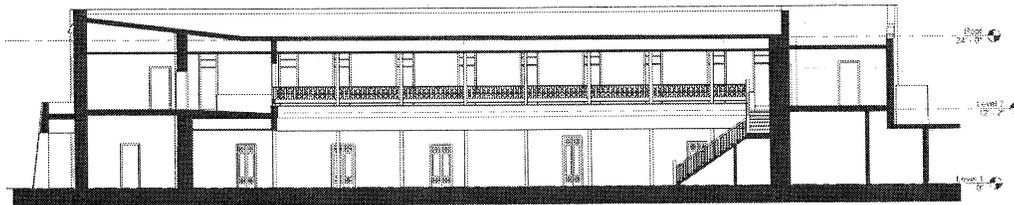
EXISTING BUILDING



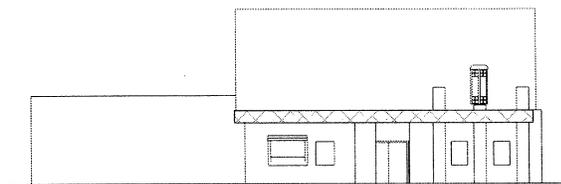
SOUTH ELEVATION



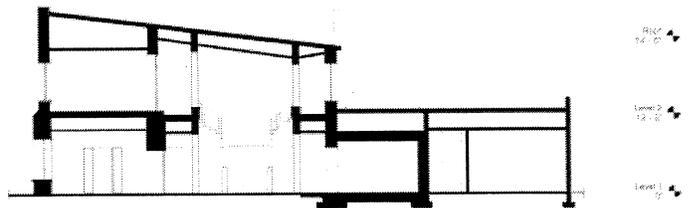
EAST ELEVATION



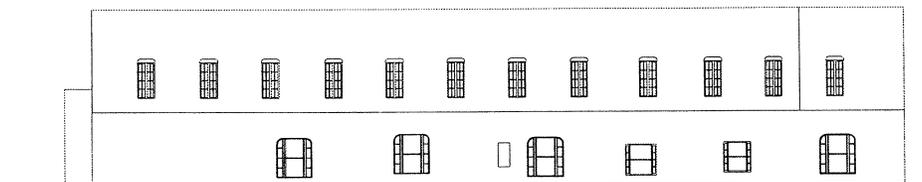
LONGITUDINAL SECTION



NORTH ELEVATION



CROSS SECTION



WEST ELEVATION

II. VISIONING & PRELIMINARY DESIGN

VISIONING WORKSHOPS

The Visioning Workshops were conducted April 22, 2009 by Andrew Merriell of Andrew Merriell & Associates assisted by Jonathan Craig of Kells + Craig Architects. The workshop began with a tour of the Amador building, then reconvened at the Rio Grande theater for a morning session (on the theater stage) and afternoon session (in the theater boardroom). 17 citizens participated in the workshops including Amador Museum Foundation board members, City staff, local business people and private citizens. The purpose of the workshop was to explore options for uses for the Amador building, as the work of the Discovery Phase had indicated that a general history museum might not be the most appropriate use.

The workshops used index cards to ask participants to write their answers to various questions. The first workshop focused on Downtown development and community needs in general. The second workshop focused on the future of the Amador building. The restoration of the Rio Grande Theater and the opening up of Main Street were mentioned as positive recent events in the Downtown area whereas the construction of the mall and destruction of historic landmarks were listed as the reason for its demise. Reinvigorating Downtown nightlife, a thriving cultural and entertainment atmosphere and round-the clock activities for people of all ages were seen as the most important elements in Downtown's development. Participants believed that restoring the Amador to its former place as a social hub in Downtown—where people could socialize, relive old memories and create new memories—was important in any future use of the building.

Roles getting at least one vote and their scores:

- A special events space that can be booked for weddings and other celebrations: 24
- A themed boutique hotel, restaurant, and bar: 20
- A "kaleidoscope" of several attraction types: 8
- A general museum of Mesilla Valley history: 6
- Officing space for a number of cultural non-profit organizations: 4
- A "story museum" of local family history: 3
- A living history museum: 3
- A children's museum: 2
- A temporary exhibition space: 2
- A media arts museum: 2

Roles getting at least one first preference vote and their scores:

- A special events space that can be booked for weddings and other celebrations: 5 first choices
- A themed boutique hotel, restaurant, and bar: 4 first choices
- A "kaleidoscope" of several attraction types: 2 first choices
- A general museum of Mesilla Valley history: 2 first choices

Sense of the Workshop

The Amador needs to be more than a museum. For certain, it should be partly a museum, or at least contain exhibits and/or experiences that have as their focus the building itself, the history it has seen, and the people that have passed through its doors.

But its vitality will depend on it also serving a role as a special social event and gathering place. It will be important for it to offer amenities (food, drink, socializing) that will make people want to gather there and enjoy life with others.

If feasible and possible, it should retain some kind of identity as a lodging house—a boutique hotel, bed and breakfast, or rooming house.

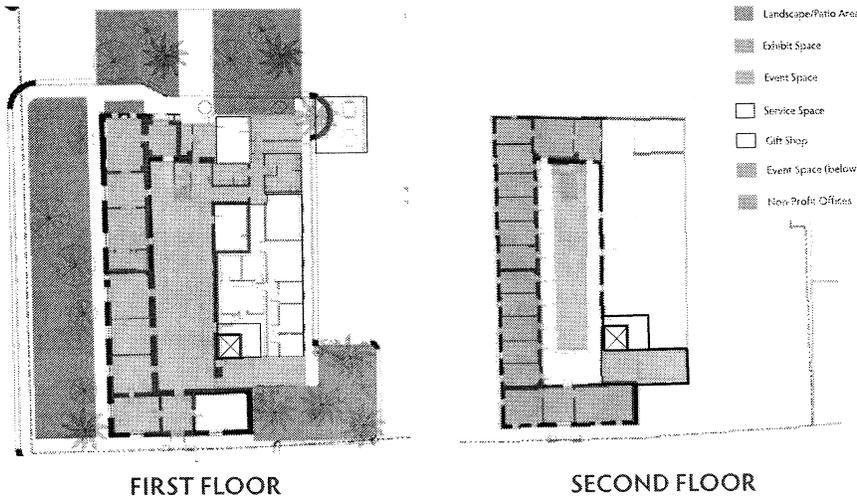
PRELIMINARY DESIGN OPTIONS

The consultant team was directed by the City Project Manager and the Amador Museum Foundation to develop up to three conceptual designs based on the preferences expressed in the visioning workshops. All options included multiple uses which was a preference strongly held by workshop participants. The concepts were developed to be presented at Town Hall meetings for community input. All options proposed demolition of the drive up bank and the banking lobby at the southeast corner of the building to restore the historic façade on Amador Avenue that had existed until the 1970s additions. All options retained the

remainder of the 1970s additions, and two proposed additions. In addition, all options included a gift shop in the room to the east of the main entry and a museum exhibit in four rooms at the northwest corner of the first floor. Each scheme included an elevator and additional stairs to the second floor.

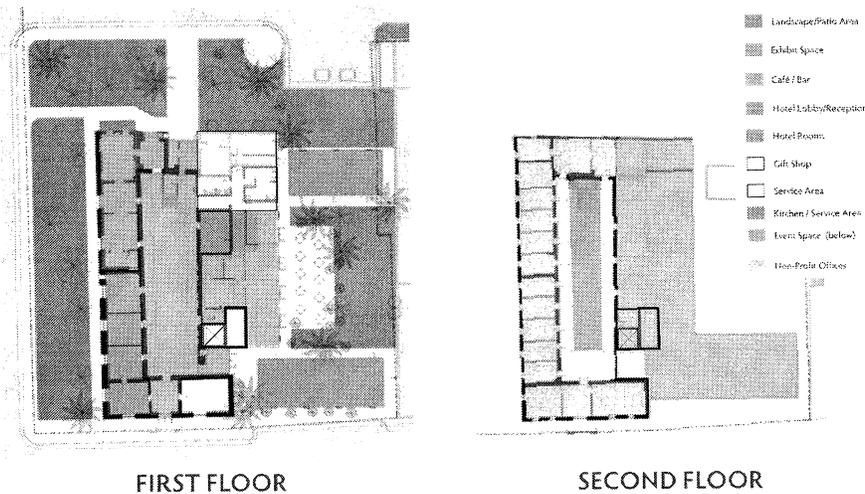


OPTION 1 EXHIBITS AND EVENTS



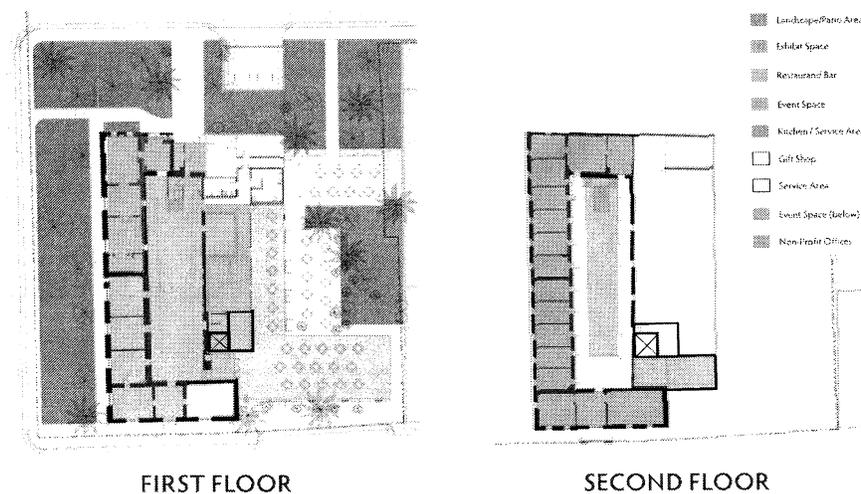
This option proposed retaining the existing building footprint except for the banking lobby. The former hotel lobby would be used for events (such as weddings, meetings etc) with four rooms on the first floor providing additional meeting and function space. The second floor would remain as offices for non-profit and similar organizations. The balance of the 1970s additions would be support space for the events center.

OPTION 2 HOTEL AND CAFÉ



This scheme proposed restoring the building to hotel use with the addition of 7 new rooms in single story structures to the east. Four rooms on the west side of the first floor would be guest rooms, along with all of the rooms on the second floor. Between providing new bathrooms and service spaces in the historic building from 12 to 15 guest rooms could be accommodated for a total of 19-22. The hotel reception, café and service spaces would be accommodated in the 1970s additions. The plan includes outdoor dining and a patio on the east side.

OPTION 3 EVENTS AND RESTAURANT



The historic hotel would be developed similarly to Option 1 with the main lobby acting as an events center and the upstairs rooms serving as office space for non-profits. A new restaurant would be constructed as an addition to the east side of the building with an outdoor dining patio. The kitchen would be accommodated within the 1970s addition along with other service spaces.

TOWN HALL MEETINGS SUMMARY

In keeping with the City of Las Cruces practice of offering local citizens the opportunity to comment on significant City issues, the consultant team conducted two Town Hall Meetings (June 2 and June 3) to hear citizen's opinions on the future of the Amador Hotel. The team reported on the results of stakeholder interviews and visioning workshops previously mentioned, and presented the three options described above for a new Amador, based on the opinions of those interviewed. Approximately 40 people attended the Town Hall Meetings and participated in lively discussions. Attendees were split on whether the Amador should be developed as a boutique hotel with a restaurant, or into an event space with a restaurant. Both options would include a museum and gift shop.

Many expressed the opinion that the City needed a "good hotel in downtown," one that would well serve the downtown of the future. Those who supported development of a restaurant and event center emphasized how a more high-end café would "bring life to downtown," especially in the evening. People talked about the new Amador as the "perfect place for a wedding reception or rehearsal dinner," a "place for corporate functions," and for "family gatherings." It was pointed out that over 4000 people are employed downtown, and another 13 000 are either employed or live within five minutes of downtown. "They're all looking for opportunities to shop and play and a place to bring visitors. Many go to Mesilla. More special places are needed in downtown."

Some questioned whether the Amador would be in direct competition with the convention center and the Farm and Ranch Museum. To the contrary, City officials considered the Amador as an asset for the City, a part of the "meeting matrix." It was suggested that the City continue to own the building and lease it to a concessionaire, who would manage it under the auspices of the convention center.

Several of those attending the Town Hall meetings worked in the hotel, restaurant and tourist industry. They commented that there is a very viable market for a medium sized event facility in Las Cruces—a facility with the style and historical character of the Amador would be a huge asset. There are a lot of groups that would like to keep their meetings in the downtown area, and a new Amador would help ensure that."

Index cards were distributed to participants at each Town Hall Meeting to mark their preferences for each option. The total numbers of first place votes for each option were as follows:

<i>Option</i>	<i>Total first place votes</i>
Option 1: Events Center	5
Option 2: Hotel/Café	11
Option 3: Events Restaurant	15

While Option 3 was the highest ranked overall, and was favored at the first meeting, Option 2 was favored at the second meeting.



FUNDING INTERVIEWS

As the consultant team continued its research into the best way to preserve and rehabilitate the Amador Hotel, the museum consultant interviewed ten businessmen and women asking them many of the same questions posed to civic leaders and Foundation Board members. The additional ingredient to these conversations was sharing with them three potential scenarios for the new Amador.

When asked to consider the future use of the Amador building, business leaders emphasized the importance of looking at the Amador based on what lies ahead for downtown. With the opening of Main Street and renovation of the Amador, people emphasized that downtown will become an "active and vital place." Whether the Amador building becomes a hotel and restaurant or a restaurant and event center, the consensus was that it would be a significant anchor in the redeveloped downtown.

Everyone agreed on the importance of restoring the building for public use, as a "gathering place for the community." They talked about how downtown needs restaurants that are open in the evening emphasizing "establishments that are available to the public beyond 8 to 5." From a business development standpoint, the combination of a small boutique hotel in the Amador building—one that celebrates its heritage, has a restaurant and patio that plays to Las Cruces weather, along with an area for events—was viewed as a "terrific idea." We have no hotels downtown, and if the Amador housed a hotel, tourists would stay there because it's historical.

When business leaders were asked their opinion on how best to fund the renovation of the Amador, they responded saying that the Amador is like downtown and downtown is for everybody, its not just for people in the neighborhoods or within the business community. The new Amador should be for everybody, for all Las Cruceans, and the whole community should support it.

Business leaders expressed the opinion that the redevelopment of downtown and the renovation of the Amador will bring more investment into downtown. They emphasized that the character of downtown is changing, that there will be more young professionals, more lawyers, and more investments. Some businessmen said they are talking to their business colleagues encouraging them to buy property and invest in downtown believing the opportunity is now.

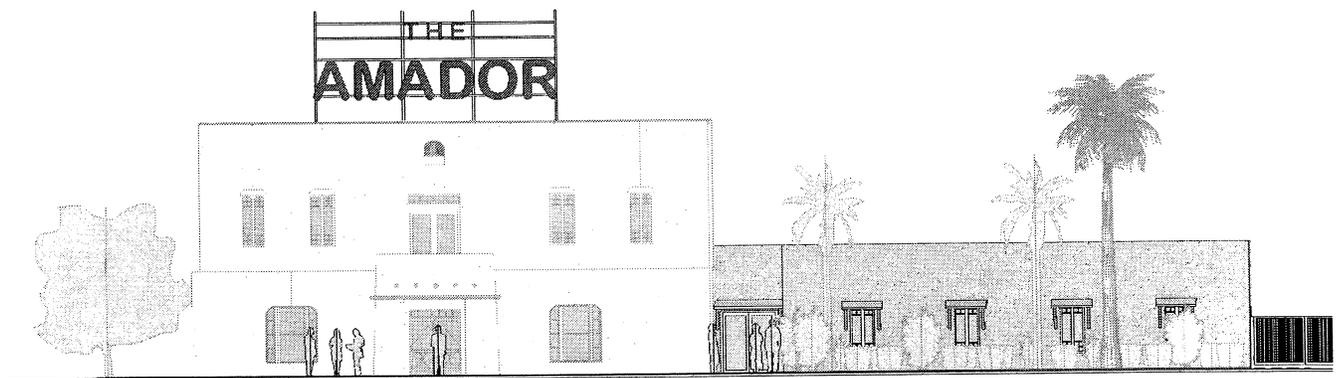
All were encouraged with the concept that the Amador would remain a property of the City, but managed through

a public/private partnership. They recognized that the hotel, cafe, and public spaces could be leased out, and that the public/private partnership would include the Foundation, who would operate the museum and gift shop.

When asked if the Amador was something the business leaders would support financially, the question was answered this way. "The list of supporters is shorter in this economy. There's been some great fundraising in Las Cruces in the last few years, but it has slowed because of the economy. On the other hand, there are those who would write checks for this project that would not write the same check for the university project or for downtown revitalization. Does that mean you can raise \$3 million, probably not; but you could raise 1 million to a million and a half."

RECOMMENDATIONS FOR FINAL DESIGN PROPOSAL

Following the Town Hall Meetings, the consultant team met with members of the Amador Museum Foundation to determine what development option should be pursued in more detail. The Foundation requested that the results of the Town Hall Meeting be put to the Foundation Board which would make a decision on which option to pursue. This was supported by the City project manager. On June 17, 2009, the AMF board voted to request that the City direct the consultant team to pursue Option 3, for an events center and restaurant, for further development. This was reported by Mr. Jaimie Fletcher, AMF Board Chairman, to Tomas Mendez, City of Las Cruces project manager, on June 19.



III. FINAL DESIGN PROPOSAL AND DOCUMENTATION

DESIGN PROPOSALS

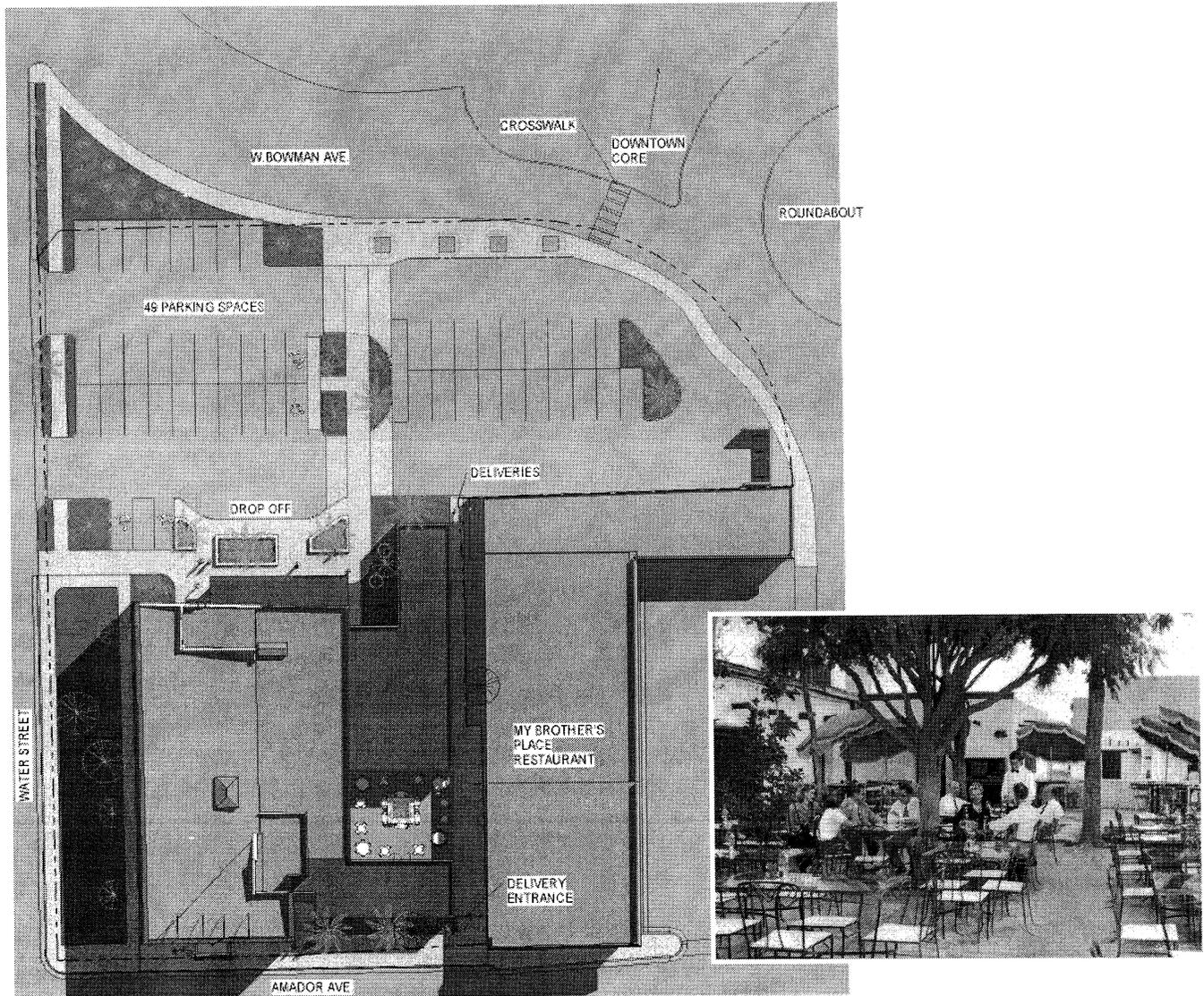
Overview

The goals of the reuse plan include the following:

- Restore the Amador as a primary cultural and social gathering venue for Las Cruces
- Add a privately operated restaurant/bar that will
 - bring patrons to the Amador on a routine basis and provide activity both during the day and in the evenings
 - provide food service capabilities for social events that take place in the historic hotel building, and
 - provide a steady revenue stream to the facility.

Context and Site Development

The Amador is well-sited to contribute to the developing cultural milieu of Downtown Las Cruces while adding a new restaurant/bar to the underserved Downtown core. To enhance its connection to the Main Street revitalization a new main entrance to the Amador and the new restaurant/bar will be created at the north side, adjacent to a reconfigured parking area. A new landscaped pedestrian walk will tie these entries in to a cross-walk proposed at the new roundabout at Main and West Bowman. The historic entrance on Amador Avenue would be retained for access to the exhibit and for formal events. Service access is retained to "My Brother's Place" restaurant on the east property line.



Proposed Plan

The plan includes the following elements:

Events Space

- 2,000 net sf historic hotel lobby with seating capacity for approximately 200 for meetings and 140 for dining
- 1,000 net sf in 4 meeting rooms at northwest side of historic hotel lobby
- 242 net sf serving area for catering

Interpretive Exhibit Area—1,172 net sf (See description following)

- 5 rooms at south and southwest sides of historic hotel lobby

Gift Shop—400 net sf at north end of lobby (partially new addition)

Offices—2,811 net sf on 2nd floor of historic hotel building (excluding balcony)

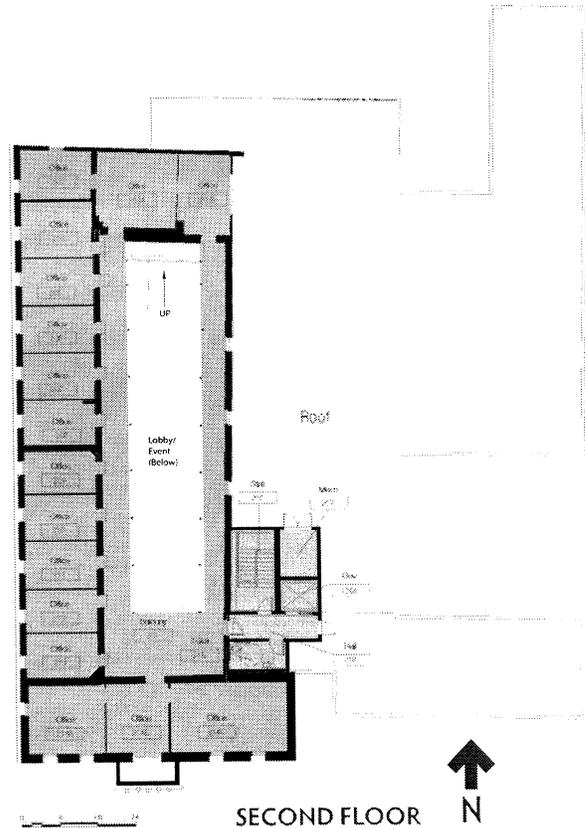
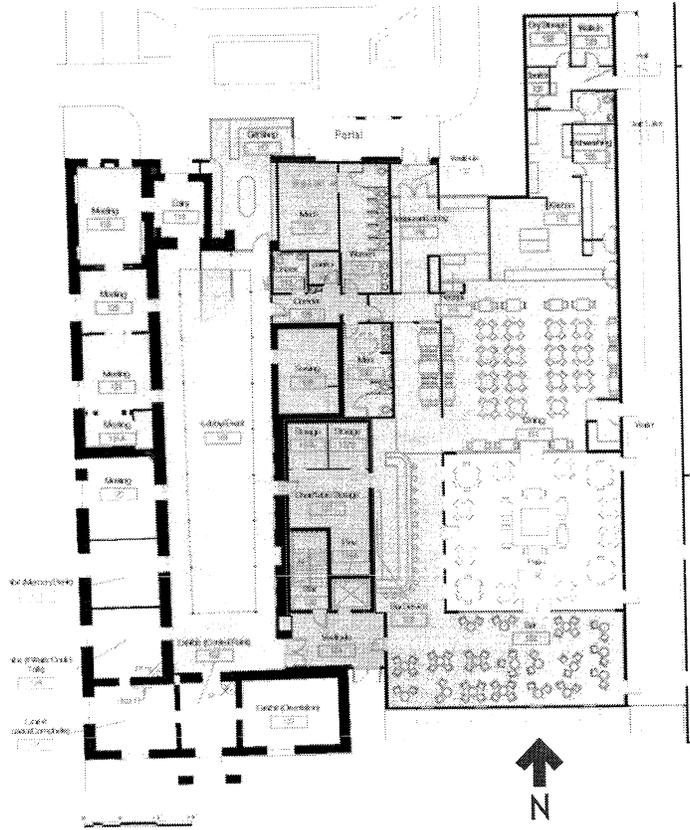
- 16 spaces ranging in size from 130 to 150sf.
- Spaces could be combined depending on impact to historic fabric.
- Some spaces could be used for non-assembly support functions for events

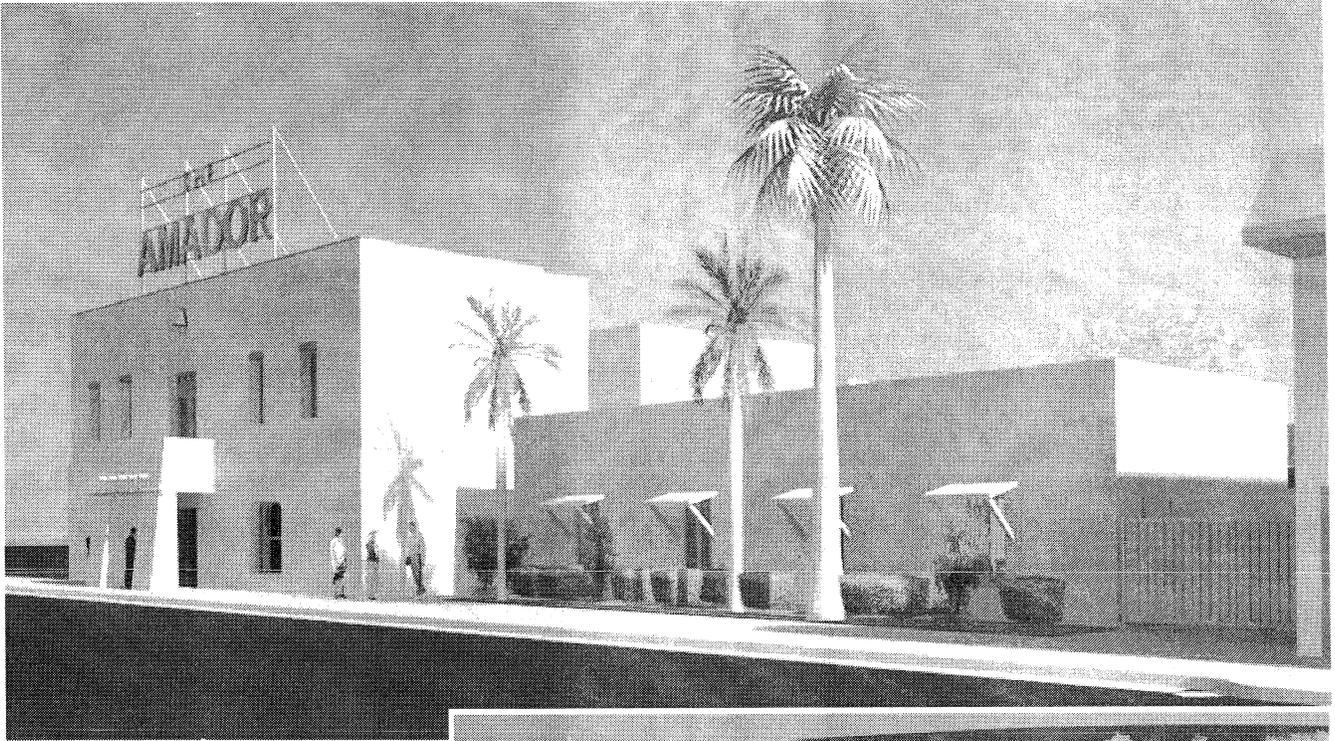
Restaurant and Bar Addition—6,938 gsf : 1,330 remodel, 5,608 new construction

- Dining—1,430 net sf with approximately 85 seats
- Patio dining—1,250 net sf (not included in gross area above) - approximately 75 seats
- Bar—1,940 net sf including bar service with approximately 100 seats
- Kitchen—1,250 net sf at the northeast corner including dishwashing, storage and service spaces

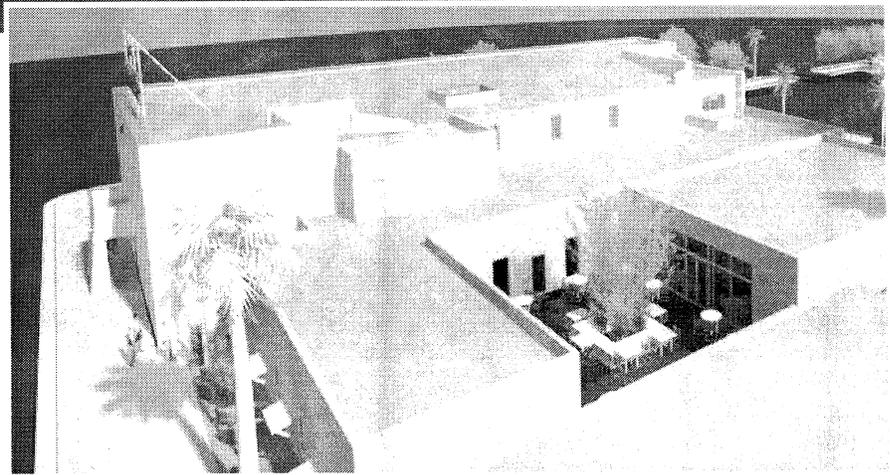
Support spaces—2,120 gsf , mostly remodel

- New exit stair and elevator from 2nd floor with new elevator lobby
- New unisex toilet on second floor
- Chair and table storage for events space
- Storage for bar/restaurant
- Reconfigured toilets plus new unisex toilet
- Mechanical (existing) and janitor





Above: View to northwest from Amador Avenue



Right: View of restaurant patio

Below: View to north event entrance

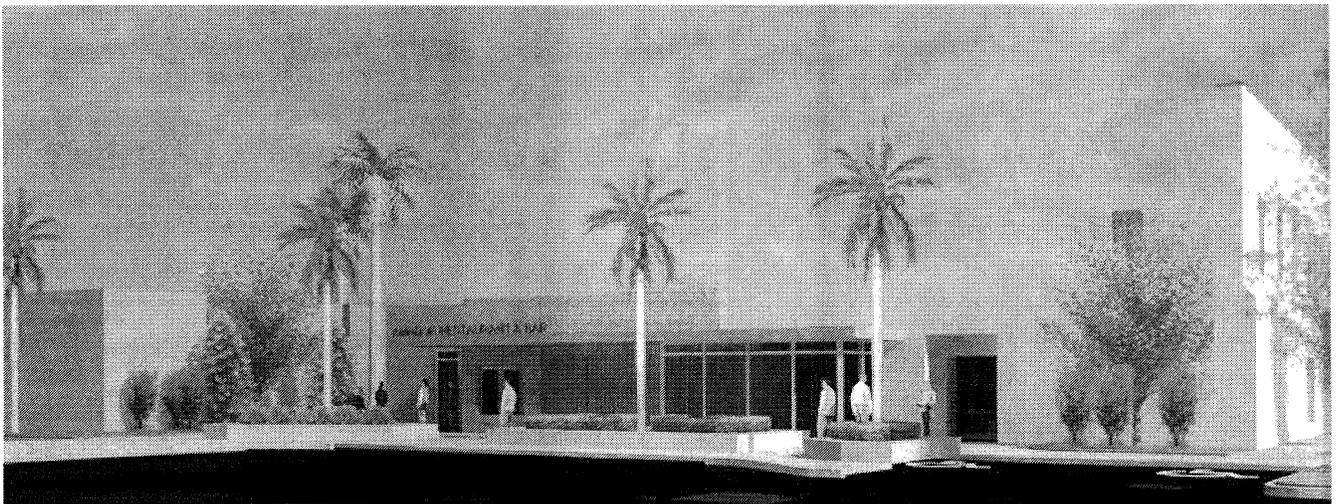


Exhibit Concepts and Interpretive Plan

Visitors move through a stimulating and multifaceted exhibition to gain an understanding of the colorful history of the Amador building.

Welcome Area (Room 102) and
Orientation Room (Room 103)

- 7-10 minute introductory video
- Window blinds and doors close automatically in Orientation Room at start of video

The Amadors, The Campbells, and Their Hotel (Room 125)

- Personal effects, photos, hotel register
- Artifacts from Citizen's Bank collection

The Evolution of the Amador Building and Evolution of the City (Room 125)

- Interactive three-dimensional models
- Audio-video presentation of different time periods
- Different eras of the city depicted on the walls behind corresponding period models of the Amador

If Walls Could Talk (Room 124)

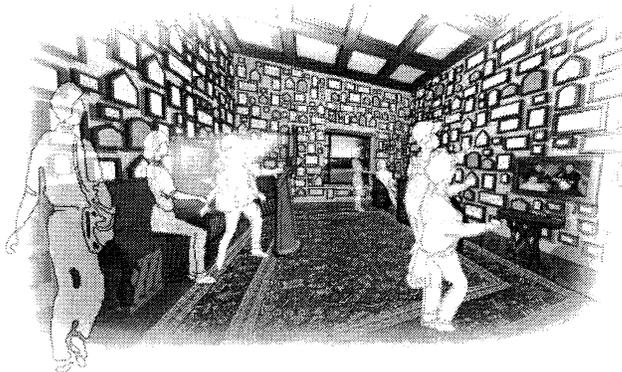
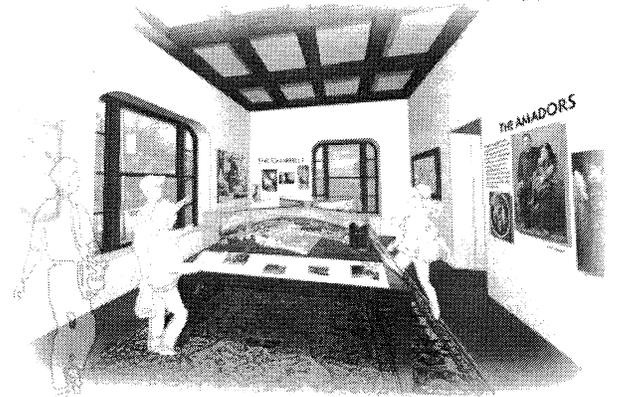
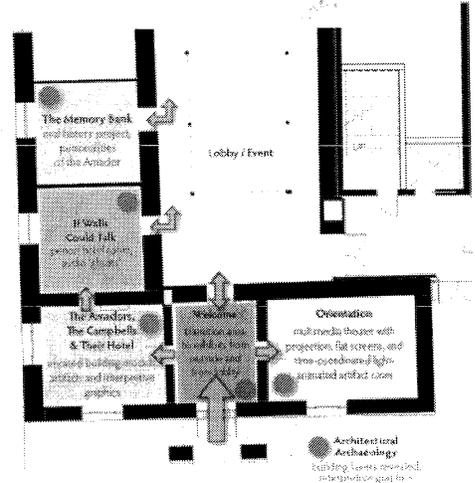
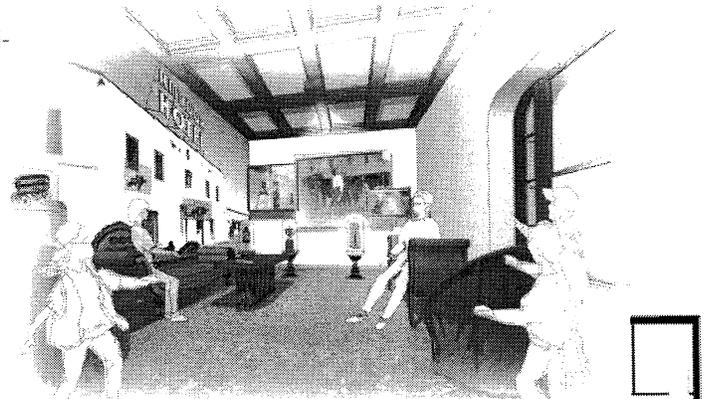
- Reproduction of an early 1950s-era Amador hotel room
- Sound clips of Amador "ghosts" with accompanying lighting
- Visitors hear voices of Billy the Kid, Cricket Coogler, and other Las Cruces characters, as well as atmospheric sound effects

The Memory Bank (Room 123)

- Ongoing oral history project that portrays the experiences of everyday Las Cruces residents
- Digital recording station where anyone can tell a story about the Amador
- Two kiosks with seating and a touch screen where visitors can watch previously recorded personal stories about the Amador
- Room can be rented during weddings and celebrations for guests to record their tidings
- Walls are covered floor to ceiling with framed photographs of past events at the Amador

Architectural Archeology (Rooms 123, 124, 125)

- Each room will contain a small area depicting the architectural history of the building—layers of wall coverings, floors, ceilings



RECOMMENDED PRESERVATION TREATMENT

The Amador hotel has developed incrementally with alterations and additions in eclectic styles from its construction in the 1870's through the time of its listing on the New Mexico Register of Cultural Properties in 1969. Major renovations for bank and subsequently County offices from 1969 through the 1980's changed the building's historic use and removed some significant historic features and fabric. However, many features remain, covered by the additions, including historic ceilings and walls. The later renovations imposed a "Santa Fe Style" which created a false sense of history. These additions are not considered historically significant, and are unlikely to be in the foreseeable future.

The recommended preservation approach is to remove as many of these alterations as possible to uncover all surviving pre-1969 building fabric. To the extent possible the building will be restored to its appearance during the mid-20th century.

The proposed treatment

- removes non-contributing features,
- returns much, but not all, of the building to its appearance at the end of the period in which it was a hotel,
- exposes historic fabric that had been concealed by the alterations, in addition to retaining remaining historic fabric, and
- will base the design of replaced or replicated historic features on historic photographs, or physical evidence (Secretary of the Interiors Standard for Rehabilitation Number Six).

Strategies for Preserving Character-Defining Features

The intent of the preservation strategies for the original historic hotel structure is to preserve the surviving historic fabric, and where feasible and desirable, to restore missing or damaged historic features. Prior to completing detailed design, remove as much of the 1970's alterations as feasible to inform the decisions for the final adaptive reuse plan. The plan should:

- repair uncovered structural defects and incorporate code required upgrades in a manner that is unobtrusive
- restore historic finishes and elements, such as interior and exterior plaster, ceilings, wall finishes, trim, floor finishes, balcony railings, skylight, windows and doors
- minimize cutting of new openings in walls, and where unavoidable, detail in a manner to indicate they are contemporary additions
- install new systems (such as mechanical and electrical services) in concealed spaces or where this is not possible express as contemporary additions.

CONSTRUCTION AND BUILDING CODE REQUIREMENTS

Construction

It is anticipated that in addition to removal of non-historic finishes in the old hotel areas, and demolition of the 1970's southeast bank lobby and drive up bank, the 1970's additions at the east side will be gutted to the bearing walls and roof structure. In addition to the historic preservation of the Amador building, construction will include the following:

- New construction shall not weaken or impose additional loads on historic elements.
- Reroof entire facility with addition of insulation where possible.
- Construction of additions from concrete masonry units or steel stud frame with stucco finish, and steel bar joist and steel deck.
- The interior décor, detailed kitchen layout and equipment will most likely be determined by the restaurant operator with the approval of the City.
- Construct handicapped accessible toilets with the required number of fixtures.

Building Code Requirements

Prior to final design, the architect shall provide a written preservation report to the building official describing safety features, structural seismic load path description, and any instances where preservation dictates non-compliance with the building code. While the overall layout of the proposed plan should meet the general requirements of the code the specific treatment of the historic building to comply with the code, particularly with regard to structural reinforcement, must be defined. The final code plan cannot be determined without detailed discussions with both the building official (Construction Industries Division) and the State Historic Preservation Officer. This is beyond the scope of this study.

UTILITIES AND ENVIRONMENTAL SYSTEMS

Utilities

The condition and capacities of all utilities should be evaluated. Specific requirements may include:

Sewer: The existing 4" diameter line should be of adequate capacity.

Water: Recommend relocation of water meter and main service line outside of historic building footprint. Possible upsizing of service line.

Fire line: A new fire line will need to be run to service the building's new automatic sprinkler system. An additional fire hydrant may be required.

Electrical: Relocation of transformer and likely upsizing of service capacity to 600amps to accommodate the increased loads from the kitchen.

Gas: Likely upsizing of meter and rerouting of feed over new construction.

Storm Drainage: recommend underground storm drainage system and detention in underground cisterns for discharge to acequia/municipal storm drain and/or water harvesting for landscaping.

Environmental Systems:

HVAC: It is anticipated that most of the HVAC system in the historic building will need to be replaced because of its age and in order to conceal it above the original historic ceilings. The central chiller, boiler and ground source heat disposal system require more detailed study and the results of recent repairs before they can be evaluated for reuse. Due to its age, it should be anticipated that some, if not all of it will require replacement. For all spaces except the main lobby new, more compact fan coil systems or "split" systems with roof-mounted condensers could be installed, with ventilation by means of operable windows. The central lobby space will require a new air handler mounted on the roof of the 1970's additions. Routing of ducts to the space will require further study. Side discharge grilles at the east wall with plenum return is anticipated. Cutting through the concrete vaults will be a major expense.

Plumbing: The proposed design moves the main plumbing stacks for the toilets in order to configure the plan to accommodate the required number of fixtures. This will require cutting the slab and installing new piping. This can be tied into the existing service line. In historic areas fire suppression lines will be run in ceiling spaces and walls where feasible. Sidewall heads will be used where possible in areas without ceiling spaces (such as under the balconies.) Where exposing the lines is unavoidable these shall be located in inconspicuous locations where possible but exposed as clearly identifiable contemporary additions.

Electrical: All existing electrical conduits that are within the historic structure in areas to be exposed shall be relocated above historic ceilings or within walls. Some new vertical chases may be required. These will be clearly expressed as contemporary additions. Replicated historic lighting fixtures may be added in the historic areas especially in the lobby where photographs of these exist and in some of the exhibit rooms. New power will need to be run to the exhibit areas along with data lines to a central server location for exhibit programming. Power and data should also be run to meeting rooms for audio-visual presentation equipment. New power

and lighting will be run to all restaurant, bar and kitchen areas as required. Lighting in these areas should be clearly contemporary so as not to be confused with the historic areas. The fire alarm system will need to be upgraded or replaced to cover the entire facility and tie into the sprinkler system.

PROJECT DEVELOPMENT BUDGET

Resolution No. 07-326 requires that the Foundation raise capital funds for the renovation of the building for a museum and that it assist the City with operating it. The City is to provide staff for operations and on-going building maintenance. Since in the proposed scheme the museum occupies only part of the project, it is possible that the resolution would need to be renegotiated, depending upon the mutual responsibilities of each entity for operations, capital funds, and the allocation of revenues from the leased functions—the events spaces, the restaurant / bar and the offices. The project budget has been developed assuming that development costs may be split between the Amador Museum Foundation and the City of Las Cruces, although no recommendation on the proportion from each entity is being recommended. The other contributor to the capital improvements will be the restaurant operator, who would be responsible for tenant finish costs and equipment (kitchen equipment, furnishings etc). An assumption is being made for these costs based on a typical split for commercial property development but the exact proportions would be negotiated.

Construction Cost Methodology

A combination of the following techniques have been used to assess the likely construction costs for the project:

- Quantity take-offs for some elements in renovated areas and site work
- Order of magnitude allowances for some elements where not enough detail is known
- Costs per square foot for new construction.
- The construction budget has been developed as a range and includes a number of contingencies. This is necessary for the following reasons:
 - Renovation costs cannot be accurately determined due to unknown conditions of the historic structure under the existing wall and ceiling finishes.
 - The extent of structural upgrades for code compliance cannot be determined without detailed structural analysis and negotiations with code officials.
 - Site costs cannot be accurately estimated until there is more information about the condition of existing utilities, and the utility loads imposed by the renovations and additions.

—An accurate site topographic survey is not available and a site survey by a professional surveyor has not been completed. Geotechnical test results are not available and no hazardous materials assessment has been done. The results of all of these could significantly affect the cost of the project.

Other Project Costs

Project costs include those typically outside of the construction contract, such as the museum exhibit cost, furnishings, construction contingency (for unknown conditions and changes during construction) and soft costs, such as professional fees and surveys. An escalation amount has been included for three years.

CITY OF LAS CRUCES /AMADOR FOUNDATION COSTS

Item	Description	Low	High
SITE WORK		\$ 327,202	\$ 376,788
HISTORIC STRUCTURE RENOVATION & RESTORATION		\$ 1,064,935	\$ 2,002,267
1970s ADDITION RENOVATIONS (stair/elevator support areas)		\$ 877,875	\$ 953,075
RESTAURANT/BAR/ ADDITION (shell only)		\$ 715,830	\$ 855,550
Subtotal Construction		\$ 2,985,843	\$ 4,187,680
Contingency for scope change		\$ 298,584	\$ 418,768
General Conditions		262,754	368,516
O&P		212,831	298,498
Bond		75,200	105,469
Subtotal		3,835,213	5,378,930
NMGRT		\$ 285,244	\$ 400,058
Total Construction		\$ 4,120,457	\$ 5,778,988
Construction Contingency (for Change Orders etc)		\$ 618,069	\$ 866,848
FURNISHINGS & EQUIPMENT		\$ 706,800	\$ 887,500
Exhibits	\$ 646,800.00	\$ 787,500	
Events Furnishings/Equipment	\$ 60,000.00	\$ 100,000	
Escalation 3.5% for 3 years		\$ 571,759	\$ 791,000
Total Construction, FF&E, and Escalation		\$ 6,017,085	\$ 8,324,337
FEES, HAZARDOUS MATERIALS, MISC. EXPENSES		\$ 1,048,545	\$ 1,450,415
Professional A/E fees (including Survey, soils tests)	\$ 722,050	\$ 998,920	\$ 998,920
Exhibit Design Fees	\$ 253,546	\$ 253,546	\$ 253,546
Hazardous materials survey	\$ 4,500	\$ 4,500	\$ 4,500
Hazardous Materials Removal Allowance	\$ 25,000	\$ 150,000	\$ 150,000
Utility Expansion/development fees	\$ 13,449	\$ 13,449	\$ 13,449
Printing/reproduction/reimbursable expenses	\$ 30,000	\$ 30,000	\$ 30,000
TOTAL CITY OF LAS CRUCES/AMF PROJECT COST		\$ 7,065,630	\$ 9,774,752

RESTAURANT OPERATOR COSTS

Item	Description	Low	High
FINISH-OUT OF RESTAURANT		\$ 669,714	\$ 830,394
General Conditions		38,172	49,834
O&P		30,919	40,366
Bond		10,925	14,262
Subtotal		80,016	104,462
NMGRT		\$ 61,712	\$ 77,299
Total Construction Restaurant Operator		\$ 698,895	\$ 909,148
CONTINGENCY, FEES AND ESCALATION			
Construction Contingency (for Change Orders etc)	\$ 104,834	\$ 136,372	
Escalation	84,392	109,780	
Professional fees	\$ 71,050	\$ 92,424	
TOTAL RESTAURANT OPERATOR PROJECT COSTS		\$ 959,170	\$ 1,247,724

TOTAL PROJECT COST RANGE: \$8,024,800—\$11,022,477

OPERATIONS PLAN AND BUDGET

The management and operations of the new Amador building are based on information available at this time to the Kells + Craig project team. However, as further planning of the project is considered, operations listed below will need to be refined and budgets confirmed. Based on the current agreement (Resolution # 07-326,) between the City and the Foundation, the consultants are suggesting two options under which the Amador building might operate under a public/private partnership.

1. The 2007 agreement between the City and the Foundation continues as originally written, and the Foundation remains responsible for the rehabilitation of the Amador Hotel and planning and implementation of an exhibition on the history of the Amador. The Amador Museum staff is employed by the City, as is the Amador Event Center staff. A separate lease agreement is contracted with a café/restaurant operator/developer. The City is responsible for all leases, including second floor offices, and remains the fiscal agent for the Foundation.

Ongoing Foundation expenses would include a percentage of operating expenses for the museum facility, gift shop merchandise, additional fund raising and marketing activities, and the gift shop manager salary.

Foundation sources of revenue for ongoing operations would include museum donations, membership fees, and gift shop sales.

2. The 2007 agreement is revised and assigns both the City and Foundation equal responsibility for the rehabilitation of the Amador, with the Foundation taking the lead as fundraiser, since, as a 501(c)3 entity, it can apply for federal funds that cannot be accessed by the City. The Amador Museum staff is employed by the Foundation, and the City and Foundation come to an agreement on Event Center management. A lease agreement is contracted with a café/restaurant operator/developer, agreed to by the City and the Foundation. The City is responsible for all leases, including second floor offices, and remains the fiscal agent for the Foundation.

The City and Foundation agree to specific rules and regulations for lessees.

Ongoing Foundation expenses would include a percentage of operating expenses for the museum facility, gift shop merchandise, additional fundraising and marketing activities, and site manager and gift shop manager salaries.

Foundation sources of revenue for on-going operations would include a percentage of lease income, museum

donations, membership fees, and gift shop sales.

Actual annual income for the City will be determined by the level of rent per square foot charged to the restaurant and to those renting office space. Other sources of income will be determined by the cost of event space rental. It is assumed that admission to the museum is free. Annual expenses to the City should be offset by revenue from the leases.

FUNDING OPTIONS

Based on the public's recommendation that the future Amador be home to a museum, an event space, a restaurant and gift shop, the consultants researched public and private funding in three categories:

- a) Historic preservation for the renovation of the Amador building.
- b) Community development.
- c) Planning and implementation of a museum and history exhibition.

Public and private sources of revenue were reviewed for support of ongoing operation and maintenance of the Amador History Museum, the Amador Museum Foundation gift shop, and the Amador Event Center.

Government granting agencies, private and corporate foundations, government loans, tax credits, and other financial resources were researched for funding opportunities. Individuals representing federal, state and city government interests in preservation and rehabilitation of historic properties, community development, and museum projects were studied, as were New Mexico foundations supportive of historic preservation, community development, and museum projects.

Based on this research, the consultants concluded that renovation of the Amador Hotel for a small museum, an event center, restaurant, and offices for non-profit groups would require development and implementation of a comprehensive financial plan. The plan must reflect the 2007 agreement between the City and the Foundation or an amended version reflecting the new direction of the Amador. Whatever the results, the financial plan for the new Amador must include strategies for:

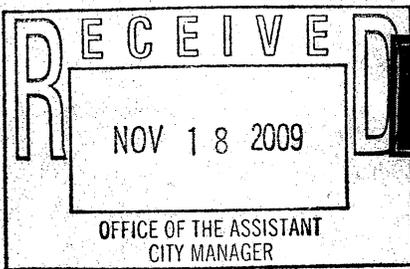
- a) Creating and implementing a capital campaign similar to one for a non-profit institution.
- b) Securing federal, state and local funding through grants, tax incentives, and loans.
- c) Securing funding from the private sector through foundation and corporate grants and major gifts from individuals.
- d) Offering sound business investments to potential

developers.

- e) Ensuring on-going revenue-generating income.
- f) Raising the profile of the project with local, state and federal legislators, community leaders, foundation and corporate donors, and the media.
- g) Developing a Friends of the Amador organization whose purpose will be to help sustain and expand the Foundation's financial and volunteer support of the museum.

The City would help obtain public funds where possible, while the Foundation would pursue grants for which the City is not eligible. The Foundation and a special fundraising committee would solicit private funds. A professional fund raising consultant would manage the overall funding campaign.

A position statement would be developed to demonstrate how the renovation of the Amador strengthens the activities of downtown redevelopment and creates a new destination for tourists and residents of Las Cruces and Dona Ana County. The plan would include a detailed timetable, target amount of funding sought from government appropriations, grants, tax credits, business investments, and individual donations. The plan would include a donor recognition program to publicly thank contributors.



THE AMADOR HOTEL

November 12, 2009

Mr. Robert Garza
Assistant City Manager
City of Las Cruces
P.O. Box 20000
Las Cruces, NM 88004

RE: Recommendation for the Amador Hotel Adaptive Reuse plan

Dear Mr. Garza:

In reference to our meeting about the Amador Hotel on Oct 16th, 2009, the Amador Museum Foundation Board has considered the alternatives provided by Kells + Craig Architects over the last five months. After lengthy discussions and consideration of all reasonably possible "adaptive reuse" possibilities, the Board selected Option 3. This plan focuses on an exhibit area, gift shop, non-profit offices, and a future restaurant and bar facility.

This alternative was selected because of several factors. Firstly, this plan allows for phased incremental improvements to the Amador Hotel structure over several years as funding and fund raising are available. Secondly, it retains and highlights the historical structure for exhibits and social events; this aspect was voiced by the citizens in several forums on the Reuse plan. Option 3 is flexible in nature so that altering the plan to meet a specific need as the revitalization of Main Street progresses is possible at a reasonable cost. Thirdly, it provides a significant economic component (building rental) with the exhibits, events, gift shop, non-profit offices, and the eventual restaurant and bar that could allow the building to be self-sustaining to the City, once it is completed.

The other Kells + Craig alternatives of a possible Museum or a Boutique Hotel were carefully considered, but these plans were both judged to be improbable to achieve eventual economic self-sustainability. Additionally the History Museum would have to compete with other modern City and State Museums and the hotel option would require major alteration and demolition of portions of the historical structure with no promise of economic success.

The Board is committed to working with the citizens, benefactors, city, county, state governments, non-profit foundations, to secure donations, grants, and funding to further the dream of the Amador Hotel Building to reemerging as "Center of Excellence and Hospitality" in Las Cruces and the Mesilla Valley as it was at the time of our statehood in 1912.

Regards,

James (Jamie) E. Fletcher
President,
Amador Museum Foundation