

**CONSERVATION ASSESSMENT PROGRAM REPORT  
(Architectural Component)**

**Historical Society Museum and Library/Archives  
Agricultural & Industrial Museum  
Bonham House  
Colonial Complex  
Clarke Warehouse  
Fire Museum**

For the

**YORK COUNTY HERITAGE TRUST**  
250 East Market Street  
York, Pennsylvania 17403  
<http://www.yorkheritage.org/>

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## INTRODUCTION

The York County Heritage Trust is one of Pennsylvania's oldest and most noteworthy historical institutions. It started as the Historical Society of York County in 1895, and its mission was to collect, preserve and interpret the County's rich history and culture, as well as to develop a library to act as a repository for genealogical resources. By the early 1900s, a museum to display the Society's collection of objects was opened in the County Courthouse, and by 1938, having outgrown that space, the Society moved two blocks to the east. In 1959, the Historical Society Museum and Library/Archives relocated to its present location at 250 East Market Street.

In the 1960s, the Society continued to grow. Through an agreement with York City Redevelopment Authority, a ninety-nine year lease was signed to manage the Golden Plough Tavern, the General Gates House and the Barnett Bobb Log House – all located across from the Colonial Court House, known collectively today as the Colonial Complex. In 1968, the Society was gifted by bequest the Bonham House; it is located on East Market Street between the Historical Society Museum and Library/Archives Building and the Colonial Complex.

The Agricultural and Industrial Museum (AIM) was started by a group of individuals interested in collecting, preserving and interpreting York County's renowned agricultural and industrial heritage. In 1999, the Society and the AIM merged to create the York County Heritage Trust. In 2000, the Fire Museum of York County joined the Trust, and in 2002, the York County Bicentennial Commission brought its Colonial Court House into the Trust as part of the Colonial Complex. Also under the Trust's auspices are 30 public murals in various locations in downtown York depicting historic events.

Today, the Trust utilizes its eight sites to continue its mission to preserve and interpret York County's rich and diverse cultural and historical heritage for residents and visitors alike, employing tours, lectures, workshops, exhibits, research facilities and living history programs.

Ordinarily, the purpose of the architectural portion of a Conservation Assessment Program (CAP) report is to investigate and make recommendations relating to the physical conditions of a museum or historical site – particularly as it relates to the preservation of the building, the well-being of visitors and staff, and the long-term care of the collection. Typically, the CAP report is confined to a single building, or occasionally a second building if they are not too large or the collection not too complex. In those cases, the architectural component of the CAP report can focus on specific issues that the Board, volunteers and staff can systematically address. Items such as leaking roofs, poor drainage, inadequate security and so on can be explored and recommendations meaningfully provided – all within the two-day time period allocated for the field visit by the CAP assessors and the two-day time period allocated for the report preparation.

However, at some institutions, where there are numerous buildings, the CAP report takes on a somewhat different role – and instead becomes a planning document. In those instances, the CAP report provides a broader evaluation of the resources, and helps to collectively plan the future direction of the institution, particularly relative to the buildings, the collection(s) and the staffing and logistical requirements associated with them. Here, the CAP report focuses less on the “nuts and bolts” issues within the individual buildings, and instead steps back to look at the

larger, more global issues facing the institution – thus leaving the architectural issues described above (leaking roofs, poor drainage, etc.) for future investigation after the broader issues are resolved. It is for this purpose that the architectural portion of the CAP report for the York County Heritage Trust was prepared.

This report is organized into two components; the first is a discussion of the existing conditions of the buildings themselves – both in terms of their general physical condition and their programmatic attributes (strengths and shortcomings). The second component of this report is a series of recommendations that relate to the buildings and how the Trust can best care for them from this point forward.

The efforts and professionalism of the senior management staff of the Trust who participated in this CAP project is acknowledged, and includes:

- Joan Mummert, President and Chief Executive Officer
- Daniel Roe, Director of Education
- Lila Fourhman-Shaull, Director of Library & Archives
- Dennis Kunkle, Director of Facilities

In addition, the assistance of Jeff Lehn and former Board member Becky Roberts, who both volunteer their time and talents on the Collections Committee is acknowledged.

Several documents were provided by the Trust for reference as part of this project – specifically:

- Existing Conditions Survey drawings for the York County Heritage Trust, a set of measured drawings of the Trust’s buildings by LSC Design Architects and Engineers, and containing overlays that define existing space usages and square footages, and dated 2013
- “York County Heritage Trust, Transformation & Renewal,” a 50% Master Plan by Gallagher & Associates, dated July 2, 2013
- York County Heritage Trust, “Feedback, Analysis and Key Collections/Stories,” an undated internal document
- “Collections Assessment – York County Heritage Trust Fire Museum,” prepared by Stephen Heaver, March-November 2006
- Fire Museum of York County, Facility Assessment Study, by NuTec Design Associates, Inc., November 8, 2006
- Conservation Assessment Program Survey Report for the Agricultural and Industrial Museum of York County, by Kory R. Berrett, dated April 1999
- The Agricultural and Industrial Museum of York County, MAP II Report, by Frank J. McKelvey, Jr., dated January 2000
- YCHT Collections – Status and Progress, August 19, 2013, an internal document

Field investigation for the historic architectural portion of this CAP project was conducted by John R. Bowie, A.I.A., historical architect on September 25-26, 2013. Field investigation for the conservation component of this ReCAP project was conducted on the same days by Mr. Brian Ramer, conservation consultant. Mr. Ramer’s report has been prepared under separate cover.

The citizens of York County are indeed fortunate to have such a dedicated, knowledgeable and enjoyable group of people functioning and working in this capacity – it is a complex and challenging task to manage, operate and care for such a diverse collection of buildings and objects – especially those deeply rooted in the history and culture of York County. The contributions of these individuals to this report are sincerely appreciated. However, any mistakes or blunders in this report are completely the responsibility of the writer.

## EXISTING CONDITIONS

### Historical Society Museum and Library/Archives:

This impressive, former automobile showroom is two-story building that politely and respectfully fronts onto East Market Street. It is replete with Colonial Revival massing and details, including brick Flemish bond, projecting brick water table, brick flat arches over the double-hung windows, and a pedimented wood cornice above the second floor which contains a round, ocular window inset into the tympanum (see Fig. 1).

The architectural formality of the building’s front façade quickly gives way to the openness of the main lobby space as the visitor enters through the front doors. Here, the attributes of the former showroom were wisely maintained to give the visitor a glimpse of the size and impressiveness of the Trust’s (then the Society’s) collection. The two-story openness of the lobby space enables the visitor to look around and become quickly oriented to everything being offered. It also provides a well-organized place to greet visitors, and get them ready for their visit, whether it be for research or to tour the exhibits (or both) (see Fig. 2).



Fig. 1: north (front) elevation of the Historical Society Museum and Library/Archives Building (*all photos in this report by J. Bowie*)

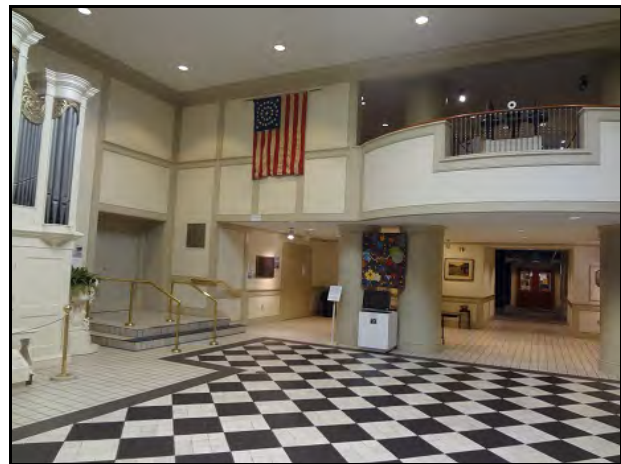


Fig. 2: view looking south in the two-story lobby of the Historical Society Museum and Library/Archives Building

The building contains approximately 22,000 square feet of useable space on the first floor and the same amount on the second floor, with approximately 6,600 square feet in the basement. Approximately 12,700 s.f. of the available space on the first and second floors is used for exhibits and galleries, and 8,150 s.f of the first floor is used for the Library/Archives. Approximately 5,500 s.f. of available space in the second floor and basement are used for

collection storage. The remaining space in the building houses the executive offices for the Trust, plus meeting rooms, a 1,900 s.f. workshop, retail shop space and various support spaces. In 2013, visitation at the Historical Society Museum was 3,243 (including walk-ins, group tours and educational programs), and the Library/Archives was 3,124 (including Library-sponsored educational programs).

In 1988, the building received a major renovation, which included new elevator, carpeting, construction of new gallery spaces, track lighting and a complete HVAC system replacement, including a new chiller.

At present, the primary area of concern within the building is the control of the HVAC system. In general, library stacks and paper storage spaces have different temperature and relative humidity requirements than collection storage spaces for furniture, artwork, textiles and other types of sensitive objects – which also differ from human comfort typically employed in office spaces, meeting rooms, lunch areas and so on. Portions of the building have adequate temperature and relative humidity control year-round; whereas other areas are lacking in one or both. For example, the main basement storage area has no winter humidification. Summer is slightly better with air conditioning. The Library and Archives dehumidification cannot keep up with the desired levels sometimes exceeding 70%.

### **Agricultural & Industrial Museum:**

The Agricultural & Industrial Museum (AIM) is situated in the renovated George F. Motter’s Sons industrial building located on West Princess Street alongside the old railroad tracks at Codorus Creek. This rambling, three-story brick building contains an outdoor courtyard alongside the south building wall facing West Princess Street. Located at the second floor level of the building, the courtyard organizes the exhibit spaces on the east, north and west sides. Visitors can tour large floor-mounted, wall-mounted and ceiling-hung exhibits that highlight manufacturing, agriculture and industries from York County’s past and present (see Figs. 3 and 4).



Fig. 3: south (front) elevation of the Agricultural & Industrial Museum (AIM)

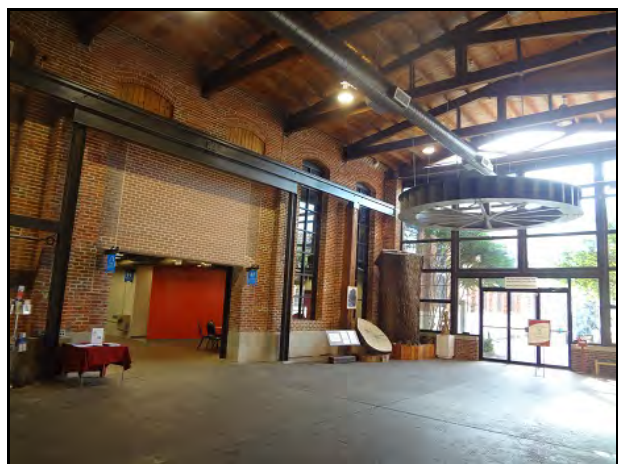


Fig. 4: view south in Main Lobby of AIM looking toward entrance doors and courtyard

The building contains approximately 24,000 s.f. of useable space on the first floor, and approximately 24,800 s.f. on the second floor (not including the outdoor courtyard). The third floor contains approximately 4,300 s.f. of space. Approximately 30,800 s.f. of space is employed for exhibits in the building (see Fig. 5 – next page), while 4,500 s.f. is used for collection storage. The remaining space houses space for events, plus two small offices, rest rooms and a 2,100 s.f. lunch room overlooking the east exhibit space. It should also be noted that the primary collection storage area (the F wing) has the ability to receive a 4,300 s.f. second floor, and a 4,300 s.f. third floor (see Fig. 6). In 2013, visitation at AIM was 4,558, including walk-in visitors, group tours and education programs (but not including such events as the annual microbrew festival, the oysterfest, or rented receptions).



Fig. 5: detail looking west at main two-story exhibit hall on west side of AIM



Fig. 6: detail east at F Wing in AIM

The building received a significant renovation shortly after the merge that created the Trust. A wing was added and an elevator installed, as was a new HVAC system for the central lobby and offices. At present, those spaces are controlled with two combination heating/cooling systems, but the rest of the building is heated only to approximately 50 degrees F., with no summertime cooling or relative humidity control. Although many of the objects on exhibit are industrial and agricultural in nature, they are not well-served by the environment – and neither are the numerous smaller objects and pieces of York County furniture and other related ephemera.

In addition to the HVAC, at present, there are several other significant issues of concern at AIM. To begin, several of the roofs and flashing details are at (or beyond) the ends of their serviceable lives, and leaks have begun to occur. Likewise, spalling on the brick exterior walls facing into the courtyard and other areas has progressed in recent years, causing a noticeable loss of material and which exposes the inner (softer) portions of the brick to be exposed to weather – and hence to accelerated degradation. Also, during the building renovations, all the windows in the building were replaced with extruded, double-hung, thermo-pane units with limited UV film protection. At present, they permit drafts, and do not reduce UV or daylight infiltration.

### **Bonham House:**

The Bonham House is situated a half block west of the Historical Society Museum and Library/Archives building on East Market Street. It is a three-and-one-half story, center-hall

plan, Georgian, brick residence constructed in the 1840s, with an addition and a new third floor added in the 1880s. It was bequeathed to the Society in the 1968, and it contains the entire collection of domestic objects of the last owner, including oil paintings and furniture. It contains approximately 2,300 s.f. per floor for the basement, first floor, second floor and third floor/attic. The entire basement is unused (except for mechanical equipment), and except for the two rear rooms the first floor is entirely used for exhibit of the house's collection (see Figs. 7 and 8). Likewise, except for a small kitchenette and bathroom, the second floor is used entirely for the house's collection. In the third floor, the front rooms are unused, and the remaining rooms are used for collection storage.



Fig. 7: north (front) elevation of the Bonham House



Fig. 8: view east in Main Hall on first floor at Bonham House looking toward second floor stair

The Bonham House is open for visitation on Saturdays only in season, and it contains a gas-fired, forced hot-air heating system in only half the building. There is no summertime cooling, and no seasonal humidification or dehumidification. During the winter, the temperature is set at 50 degrees, F., and during the summer, there are no fans to circulate the air.

### **The Colonial Complex:**

The Colonial Complex consists of the Golden Plough Tavern, the adjacent General Gates House, the Barnett Bobb Log House, all located in a park-like setting at the northeast corner of North Pershing Avenue and West Market Street. It also contains the nearby Colonial Court House, just across North Pershing Avenue from the other buildings. The Golden Plough Tavern and General Gates House date to 1741 and 1751 respectively, and were restored in the 1960s. The General Gates House is a two-story, center-hall, three-bay stone house with brick chimneys and brick end walls on the east and west sides, and a projecting single-story kitchen appended to the north (rear) elevation with a cross-gabled roof. A 1920s-era commercial building is attached to its east side, and the Golden Plough Tavern is attached to its west side (see Fig. 9 – next page). A summer kitchen with a squirrel tail oven lies directly behind the Gates House.

The Golden Plough Tavern is a restored two-story building with a stone foundation, exposed log first floor, and a half-timber second floor, infilled with pointed brick. The roof contains double-taper side-lapped wood shingles. On the interior, the logs and chinking are exposed on the walls, and the second floor framing is also exposed. On the second floor, the wood half-timbering is exposed, but the brick contains a plaster skim coat and the walls in their entirety are whitewashed. In some locations on the interior, the original lath, plaster and brick infill remain intact and are carefully protected with clear acrylic sheets. The attic contains the original heavy-timber wood framing with knee braces, purlins, collars and rafters. It is lit and can be seen through an acrylic panel positioned in the second floor ceiling. The building has a stone basement that floods during extremely heavy rains.

In the walls of both Gates and Plough is ductwork from the previous commercial use in the 1960s. There is also a boiler in the attic of the summer kitchen and an air handler in the basement; both are abandoned in place.



Fig. 9: south (front) elevations of the Golden Plough Tavern (left, at corner) and General Gates House (right) and 1920s-era commercial building at right



Fig. 10: north and east elevations of the Barnett Bobb Log House in northeast corner of Colonial Complex

The Barnett Bobb Log House is situated in the northwest corner of the Colonial Complex. It was relocated to the site and restored in the 1970s. It is small, two-story building with exposed logs and chinking set on a stone foundation, and a gable wood shingle roof (see Fig. 10). On the interior, the logs and chinking are exposed and whitewashed along with the exposed second floor joists and flooring. Metal brackets have been installed where the second floor joists were at one time pocketed into the logs; they provide supplemental support. The second floor is an unfinished space, with a single wood collar at the eave, which prevents the long walls from spreading. Otherwise, there are no attic joists – it is an open space.

In 2013, the Colonial Complex received 3,519 visitors (including walk-ins, group tours and education programs). It also received an additional 2,500 visitors at community events. All of the contents within the historic buildings are susceptible to mold due to limited ventilation and high humidity.



**Colonial Court House:**

The Colonial Courthouse was reconstructed in 1976; it is a two-story brick building with a wood shingle gable roof, brick end chimneys and a wood cupola in the center. The exterior is laid up in the Flemish Bond, and contains shallow brick arches on top of the panel-shuttered, wood double-hung windows and doors. A slightly projecting brick string course articulates the line between the first and second floors, and a projecting wood dentil cornice defines the eaves and rakes at the roof line (see Fig. 11 – next page).

The interior of the building consists of a single, open room on the first floor – approximately 2,050 s.f. in area (see Fig. 12 – next page). It is finished as a museum and assembly space and contains several historical items on exhibit, including a 13 star American flag mounted in a case on the rear wall. Likewise, the second floor is a single, large room with two small closets along the exterior wall between the two access stairways.

The roof and geothermal heating/cooling system were recently installed, and the cupola was recently repaired; however, the building has no additional humidification and dehumidification systems for the collection pieces, including the Lady Justice statue, clock and bench – all of which came from the original court house.



Fig. 11: south elevation of Colonial Court House directly west of N. Pershing Avenue in the Colonial Complex

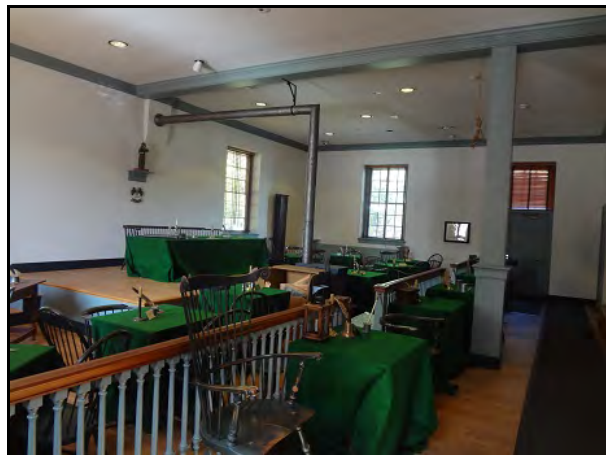


Fig. 12: interior view looking north in Colonial Court House



Fig. 13: south and west elevations of Clarke Warehouse



Fig. 14: view east in first floor of Clarke Warehouse

### **Clarke Warehouse:**

The Clarke Warehouse, located at 451 West Clarke Avenue, is a three-story, heavy-timber frame building with brick exterior walls on the first and second floor exterior walls, and wood framing with asbestos exterior siding on the third floor (see Fig. 13). The building was acquired by the Society in 1981 and it contains approximately 6,900 s.f of floor space per floor. The first and second floors are used for collection storage and the third floor is basically unused, except for recently stored items (see Fig. 14).

The building has no heating, cooling or any ventilation. It has no humidification or dehumidification, and it has no plumbing. It contains a 200 Amp main electrical distribution panel and a combination of Romex and EMT wiring and a combination of incandescent and fluorescent lights. Since it was constructed as a warehouse, the timber framing is capable of supporting a fairly high dead load; however, the interior elevator has not been maintained in over 20 years. Further, since it contains no HVAC, and since the building has no integrated pest management (IPM) plan, the Clarke Warehouse does not present itself as a viable collection storage option.

### **Fire Museum:**

The Fire Museum is a brick building located at 757 West Market Street, approximately 10 long blocks away from the Historical Society Museum building, and six blocks west of the Colonial Complex. It was acquired in 2000 when the Fire Museum of York County joined the Trust.

The fire house is an elegant, two-story brick building with a projecting two-story bay and a brick hose and bell tower offset behind the projecting bay. The exterior of the building contains a host of late-19<sup>th</sup> and early-20<sup>th</sup> century architectural details, including brick quoins on the corners, shallow, cast stone bracketed arches over the large truck doors, with a cast stone plaque set between them. A series of five round arch windows is positioned on the second floor over top of the doors. And the hose/bell tower contains round arched windows reminiscent in appearance to Italian cathedral bell towers (see Figs. 15 and 16).



Fig. 15: east and south elevations of Fire Museum



Fig. 16: view north in main exhibit room of Fire Museum

The Facilities Report for the building, prepared by NuTec Design Associates in 2006 determined that the building contains numerous deficiencies relating to general accessibility, the HVAC system, plumbing system, electrical systems, lighting, alarms, general weathertightness and integrity of architectural materials, surfaces and finishes. Their report opined that the cost of implementing the recommended upgrades, repairs and replacements would be over \$1,300,000 (in 2006 dollars).

**Programmatic Issues Concerning the Buildings:**

At present, the Trust is responsible for preserving, operating, interpreting and maintaining all of the buildings described above. These buildings are located in several different places in downtown York, with the Historical Society Museum and Library/Archives Building located furthest to the east and the Fire Museum located a distant ten long blocks away to the west. This causes staff and volunteers to be spread thinly at times when the various sites are open to the public. More importantly, however, it becomes difficult for staff to conduct routine and ongoing inspections to each of the buildings. Ordinarily, when an institution is only responsible for one or two buildings, or when an institution has several contiguous buildings, inspections are relatively easy to undertake, and issues such as broken windows, leaking plumbing pipes, pest infestations, loss of heat and so on can be quickly spotted and remedial steps immediately taken. With the buildings and collections being situated at such a distance, and with staffing being at its current reduced level, routine inspections become difficult, and problems can go for extended periods of time undetected.

With the distances between the buildings having been noted, the Colonial Complex, Colonial Courthouse and AIM are all located within two blocks of each other, adjacent to Codorus Creek and the railroad track in center city. The creek and the rail trail provide an interesting and relatively level walking surface that establishes a natural and historically important link between them and to other locations in center city (See Figs. 17 and 18). However, these buildings are approximately four long blocks from the Bonham House and the Museum Historical Society and Library/Archives Building to the east, and six long blocks from the Fire Museum to the west.



Fig. 17: view south in the garden area in the Colonial Complex, showing the northern section of the walking area south toward the AIM



Fig. 18: view north along the railroad track at AIM looking toward the Colonial Complex – two blocks away.

Parking is also an issue that affects not only the buildings themselves, but the ability of staff to conveniently and safely travel between them for routine activities and periodic inspections. At the Historical Society Museum and Library/Archives Building, there is metered street parking and a city parking garage 1-1/2 blocks away. There are several spaces behind the Baker Building with another 50 southeast of the rear alley (see Fig. 19). All of those spaces are currently owned by the Trust. Should the Baker Building sell, most will convey although plans to keep 20 spaces are in place. At AIM, there are 10 spaces across West Princess Street, adjacent to the high school parking lot. During off-hours, the high school lot is also available for parking. However, this is not a permanent situation (see Fig. 20). Simultaneous events at the school and AIM present a parking challenge for the public.



Fig. 19: south (rear) elevation of the Historical Society Museum building. Several parking spaces are currently available at the rear of the Baker Building (the brick Building to the left in the photo)



Fig. 20: long view of south (front) elevation of AIM taken from the high school parking lot; there are 10 spaces for AIM at the left side of the photo (behind the guard rail)

Within the buildings themselves, there are also programmatic and maintenance/upkeep issues. Specifically, at the Historical Society Building and Library/Archives, there is a major concern for the allocation of space to meet the Trust's present and projected future needs within the existing building footprint. At present, the Library/Archives is undersized, which restricts the Trust's ability to acquire new material and make present material accessible to visitors (see Figs. 21 and 22). Likewise, the Library/Archives utilizes a portion of the gallery and exhibit space for the display of prominent maps, photographs, rare books and other unusual and important materials from the collection. However, this only represents a small portion of the materials that could be exhibited to highlight the Trust's holdings if more space were available.



Fig. 21: view south in first floor stacks of Historical Society Museum and Library/Archives Building



Fig. 22: view east at document shelves in Historical Society Museum and Library/Archives Building

Available collection storage space is also inadequate in the Historical Society Museum and Library/Archives Building. Environmental concerns (mentioned above) notwithstanding, there is not enough space to properly store the Trust's collection. Even if a plan to deaccession redundant and unneeded objects within the collection were implemented, the size of the collection still greatly exceeds the amount of available space in the basement and second floor (see Figs. 23 and 24).



Fig. 23: view of costume storage space in second floor of Historical Society Museum and Library/Archives Building



Fig. 24: view of collection storage area in Historical Society Museum and Library/Archives Building

In addition, there is not enough office space for staff and volunteers within the Historical Society Museum and Library/Archives Building. The current offices are too small, and cannot accommodate present staff, let alone future staff and volunteers/interns.

It is also important to note that the Historical Society Museum collection and the Library/Archives collection have been relocated several times over the years; and as attractive as the existing spaces are, there is nothing in particular that ties the Trust and its important collections to the building at 250 East Market Street. Unlike the Bonham House, which is in its original location and maintains its integrity of setting (for the collection as well as the building itself), the activities that take place and the collection and exhibits at 250 East Market can be placed anywhere – although it must be stated that the building itself was constructed to carry heavy library-type floor loads, plus it has an elevator and its HVAC system is relatively up-to-date. It should also be noted that the Historical Society Museum and Library/Archives activities have become established in the largely residential neighborhood over the past 50+ years.

The AIM is well-suited for the exhibition of its collection. It is a large, sprawling former industrial building with several two-story spaces where large objects such as airplanes, recycled grist mill building/hurst frames, pumping engines, water wheels, turbines, cranes and agricultural vehicles can be displayed and the visitor can view them from a distance (to see their grandeur) before coming up for closer inspection (see Fig. 25 – next page). However, the drawback, as was mentioned earlier in this report, is the lack of temperature and relative humidity control, and the lack of daylight/ultraviolet control. The larger objects are affected by temperature and humidity changes that cause condensation and expansion/contraction on surfaces, which promote rust and deterioration. The smaller objects are even more sensitive to temperature and humidity

changes. Excess visible daylight and ultraviolet light cause finishes to fade and textiles (such as upholstered car seats) to become brittle and crack (see Fig. 26 – next page).



Fig. 25 (above, left): detail of large objects on exhibit at AIM

Fig. 26 (above, right): detail of smaller objects on exhibit at AIM

Fig. 27 (left): view looking east into open space known as F wing

Within AIM, F wing is an unused portion of the building, approximately 4,000 s.f., that is open and approximately three stories in height. This area has no environmental control at present, except for the conditioned air that enters from the adjacent first floor exhibit space (see Fig. 27).

The area surrounding AIM is an interesting blend of features – West Princess Street to the south (the main entrance), the rail line and trail plus Codorus Creek to the west (including the abandoned rail spur into the building dating back to when it was an active manufacturing plant), a large parking area to the north (just north of the alley), F wing in the northeast corner of the site, and a collection of small rowhouses in the southeast corner of the block. F wing is the only structure in this area currently owned by the Trust. And at present, AIM is filled to capacity (with the exception of F wing).

The buildings that comprise the Colonial Complex contain only exhibition and assembly areas. They do not contain any practical collection storage areas, and aside from small toilet rooms, they do not have any space for staff offices or storage. Likewise, the Clarke Warehouse is a large, generally unencumbered space designed for heavy loads, but it has no HVAC control, and it has numerous structural, moisture-related, electrical and roof-related problems that make it impractical for proper storage of collections or use as exhibit space or staff office. Finally, the Fire Museum's remote location makes it impractical for any supplemental functions other than its current use as a historic, interpreted space with a collection of fire-related objects.

## **RECOMMENDATIONS**

### **Introduction:**

This portion of the report is divided into two sections: short-term inspection and long-term planning. Because the focus of this CAP survey and report was broad-based (due to the quantity of buildings owned and operated by the Trust), it was not possible to conduct a "hands-on" visual survey of all the customary areas of concern within the buildings. Consequently, the usual culprits - roofs and roof drainage, moisture infiltration, environmental control systems, electrical supply and distribution, and alarms/detection systems, could not be examined.

However, the Trust is indeed fortunate to have the long-time services of Director of Facilities Dennis Kunkle, who over the past 20 years has developed not only a first-rate institutional memory of the various problems, repairs and continued needs of all the Trust's buildings, but he has also implemented said repairs and ongoing maintenance with professionalism and attention to craftsmanship and detail. The success of his endeavors is evident in all the Trust's buildings, and the short-term inspection materials proposed herein will provide him (and the Trust in general) with a tool to inspect, monitor and plan for repairs in the short-term and long-term, and this is especially important for large-expense capital items, such as major roofing and repair projects.

Long-term planning issues are more challenging. These are the issues that will affect the growth and ultimately the success and viability of the Trust as an institution over the next 50+ years. It is not the intent of this report to provide comments on the Trust's financial status, future staffing or future growth plans. Those items are discussed in the Gallagher & Associates document, as well as other documents and plans developed and undertaken by the Trust. This CAP report focuses exclusively on the buildings themselves – how they are not only an asset to the Trust but its greatest liability as well.

### **Short-term Inspection:**

It is recommended that a systematic, user-friendly data base be created for all the Trust's buildings. When fully populated, this data base will contain descriptions of all essential components for every building under the care of the Trust, and it can be used for routine, scheduled inspections, as well as planning and prioritizing projects, and then as a data-rich archive of completed work as projects are finished. This will become one of the Trust's most powerful and effective planning tools (if not the single-most powerful planning tool) since the

buildings represent such a significant percentage of the Trust's annual commitment of funds. It will also systematically commence the transfer of Mr. Kunkle's institutional memory into a preserved and searchable format that will be useful to his successors in the future.

Any commercially available data base platform can be used; unfortunately, this writer is not aware of any pre-formatted programs that can be purchased off the shelf and simply loaded and made ready for use (Although there may be some on the market at present). However, there are several areas of data management to be considered, and each area has many important sub-areas that should be relationally connected. The first level of organization is by building – the data for each of the Trust's buildings should be separate and discreet. The next level of organization (within each building) is by building element – roof type, wall type, gutter/downspout type, HVAC system type, and so on. Each of these building elements should then be subdivided into six areas of data collection:

1. Description of the element – usually 20 words or less, if possible
2. Condition of the element – good, fair or poor (do not use any other terms – it will be too confusing)
3. Estimated date of installation, if known – many of the elements will be original to the building, but it is important to track them because some elements, such as pointing mortar have long lifespans, but fail due to external conditions (i.e. settlement) – this is also crucial for elements such as mechanical components with relatively short lifespans (i.e. 20 years), especially for buildings that have received major upgrades in recent years.
4. Estimated useful lifespan – as noted above, some of the elements should be expected to last the life of the building, but most will not. Obviously, mechanical components and painted finishes require replacement at routine intervals; however, so do underground drain lines – even when they are inspected and cleaned annually.
5. Level of urgency for repair/replacement – urgent (U), short-term (S) or long-term (L). This is helpful for the first several years after the data base is populated since the list of needed work will undoubtedly be quite long. As the years go by, and the various needed repairs and replacements are implemented, then routinely planned repairs and maintenance can be undertaken.
6. Cost of repair – this field should be constructed so that the basis of cost can be tracked (i.e. order-of-magnitude estimate by staff, proposal from a Contractor, cost of comparable project done by another organization, and so on); this field should also be constructed to contain automatic escalation – say 5% increase per year. It is important to realize that the cost of deferring maintenance for long periods of time can be staggering, not only because construction costs rise, but also because damage associated with bad conditions typically spreads and increases in area.

It is important that all aspects of the data base be relational, so that, for example, a query of all fire alarm systems more than 10 years old in all buildings can be undertaken. Likewise, a query of all urgent needs greater than \$10,000 in any one specific building can be undertaken. Or also, a query of which buildings still contain asbestos floor tile (if any, and if so, how many) can be undertaken. This makes the data base comprehensive, and it enables staff to systematically plan



repairs (i.e. cost savings by issuing one exterior painting project for several buildings rather than separate contracts). It also enables repairs to be prioritized (i.e. replacing the roof on one building sooner than performing a window upgrade project on another building).

As a corollary to the comprehensive and ideal nature of the data base, it can be streamlined slightly by combining Items 3 and 4 (above) into a single area of information called “Useful Life.” This field would start at the time of the initial survey, and it would be divided into such time components as 20 years, 10 years, 5 years, 1 year, 0 years, -5 years, -10 years and so on. Items that have exceeded their useful lifespans would be listed in the appropriate negative category. The primary advantage of this area of information is that it enables the data base to be populated more quickly without being bogged down by too many details – thus it is made useful sooner. The obvious disadvantage is that it is not quite as comprehensive.

A case study of a similar data base creation – some years ago, this writer assisted the Division of Architecture and Preservation staff at the Pennsylvania Historical and Museum Commission in creating a similar data base for the buildings at its 26 state-owned and operated historic sites and museums. The master data base (which ultimately took several years to fully populate) was sorted first by each of the 26 sites, and then by building within each site (some sites only had one or two buildings, and other sites had as many as 40 buildings). Then, this writer worked together with individual maintenance supervisors at several sites (as the test cases) to expand the areas of information within the individual buildings and landscaped areas on the sites. The sorting was developed using the six steps listed herein, which resulted in each site being able to substantiate such important information as: its urgent needs and, for example, when certain boilers would need replacement. Likewise, it enabled the architectural staff in Harrisburg to understand such important global issues as (for example): how many wood shingle roofs existed throughout all the sites, and when they would reach the ends of their lives, and how many fire alarm systems needed replacement and which sites needed them immediately versus in five years. Today, this data base continues to be used for scientifically budgeting the extremely limited funds it receives from the legislature, and it also has the capacity to be adjusted for emergency items (such as flood damage repairs after Hurricane Sandy). It is also used as an auditable document when questions arise as to why certain repairs at one location are given higher priority than other repairs elsewhere.

### **Long-term Planning:**

The Historical Society Museum and Library/Archives Building is out of room and overpacked. It has no more space for acquisition of collection pieces, manuscripts, books and other important objects related to its mission. The aisles and shelves are full, and the storage spaces are beyond capacity. Likewise, the amount of office space is clearly inadequate for existing staff, volunteers or interns. To reiterate, it is not within the purview of this report to comment on collections policies and deaccessioning, or to comment on staffing issues. However, it is evident that the building is full and inadequate even for existing personnel.

Likewise, there may be no permanent parking either for staff or for visitors at the Historical Society Museum and Library/Archives Building. It is not necessary to provide parking for large groups of visitors (say when 200 people come for an event), but it is important to have sufficient

parking for designated staff and volunteers (as determined by the President) and several reserved spaces for visitors (and at least one labeled as handicapped parking only).

It was beyond the scope of this report to assess the actual condition of the Historical Society Museum and Library/Archives Building; however, even after considering the overcrowding issues, it still needs major HVAC repairs and control upgrades to meet current museum standards.

The AIM is also out of room. The exhibition of its impressive collection is generous and well-executed, and it does not appear to be overcrowded like the Historical Society Museum and Library/Archives Building. However, there is only room for a small cadre of staff, volunteers and interns, and no room should any additional agricultural or industrial collection objects or manuscript materials come to the Trust. The principal concerns with the AIM are building-related, including the lack of museum-quality environmental control, failure of the roofs and gutter systems, ongoing deterioration of exterior brickwork, and the large, drafty windows that do not restrict daylight and UV.

Finally, regarding AIM, its location along the rail trail adjacent to Codorus Creek links it effectively and efficiently to the Trust's buildings at the Colonial Complex. The buildings are all within walking distance of each other in the core area of the city. All the Trust's other buildings are outside this central pedestrian-friendly zone, and therefore do not gain the benefit of being linked into this center city location. It should be noted, also, that the Trust staff, volunteers and interns can move easily back and forth between AIM and the buildings in the Colonial Complex because of their adjacency. This is not possible with the other buildings. Whenever anyone needs to go to any other Trust building (including the Historical Society Museum and Library/Archives), they must drive there. (It is not within the purview of this report to discuss staffing requirements between AIM and the other buildings, except for the routine inspection visits noted above; however, it is obvious that full-time operation of the Historical Society Museum and Library/Archives Building and the AIM essentially require two complete staffs.)

With these building-related issues in mind, there are several options available to the Trust going forward into the future:

Option "A" – leave everything as is.

- With this option, the Historical Society Museum and Library/Archives will continue to be overcrowded both for staff and for the collection, and the building will require the HVAC upgrades mentioned above (as well as other repairs and upgrades uncovered in the inspection data base).
- AIM will require HVAC, roofing, masonry, and window repairs noted above (as well as other repairs and upgrades uncovered in the inspection data base).
- The staff will remain divided between the Trust's various buildings.
- Parking remains an issue.

Option "B" – relocate the Historical Society Museum and Library/Archives' exhibits to AIM, and keep the museum's offices and the Library/Archives and collection storage at the Historical Society Museum and Library/Archives Building.

- With this option, the Historical Society Museum and Library/Archives Building and AIM will continue to require the same upgrades noted in Option “A”.
- AIM will require new exhibit space to be constructed to house the relocated exhibits – presumably in F wing. Current museum exhibits and galleries occupy approximately 12,700 s.f., and F wing contains 4,000 s.f. per floor x 3 (or perhaps 4) floors. This option does not envision acquiring or demolishing one or all of the neighboring buildings.
- The Library and Archives can expand into the vacated exhibit spaces in the first and second floors of the Historical Society Museum and Library/Archives Building.
- Education staff consolidates into the AIM and the Colonial Complex.
- Parking remains an issue.

Option “C” – relocate the Historical Society Museum and the Library/Archives entirely to AIM.

- The Historical Society Museum and Library/Archives Building will not need any of the upgrades cited in Option “A”.
- AIM will continue to need the upgrades noted in Option “A”.
- AIM will need the new exhibit space noted in Option “B”.
- AIM will also need additional new museum-grade construction to accommodate the Library/Archives, as well as new standard office-grade construction for new museum offices.
- Regarding collection storage, there are three possibilities that create suboptions:
  - Option “C1” – on-site collection storage at AIM: creating museum-grade storage by acquiring and demolishing the neighboring residences and constructing new facilities.
  - Option “C2” – off-site collection storage (such as at Clarke Warehouse, or another location to be purchased): creating museum-grade storage by constructing facilities within an existing building.
  - Option “C3” – keeping the collection storage at the Historical Society Museum and Library/Archives Building – particularly if the Trust does not wish (or cannot) sell the East Market Street property: this would necessitate a partial HVAC upgrade for the storage spaces already in the building; however, the elevator and compressible storage shelving are already in place.
- The entire museum staff is consolidated into a single facility at AIM.
- Parking becomes even more pressing than Option “B”.

There is another option that would integrate the Baker Building into the Trust’s long-term plans for the various buildings. The Baker Building is also a property of the Trust and is located next door to the west of the Historical Society Museum and Library/Archives Building on East Market Street. It was not within the scope of study for this report. However:

Option “D” envisions a possible cooperative agreement the York County Archives (a unit of the county government) to relocate some, or all of the County’s Archives into the existing Historical Society Museum and Library/Archives Building (as part of Option “B” or Option “C” – above) and into the adjacent Baker Building, to include a connecting link between them. Several advantages would be:

- It would make use of both buildings

- It would provide a significant amount of daytime pedestrian activity onto East Market Street without affecting the quiet of the evening.
- It would allow for adjacency (not combining) of records and research materials within a single convenient location for users.
- It would enable both the County's and the Trust's materials to be kept in an archival environment.

It is beyond the scope of this report to determine the disposition of the Fire Museum, the Bonham House, and in the event Option "C2" is not selected the disposition of the Clarke Warehouse, and in the event Option "D" is not selected the disposition of the Baker Building.

In conclusion, there are numerous factors affecting the long-term plan for the Trust's buildings. Many of these factors involve monetary, staffing and collection management issues that are beyond the scope of this report. However, issues relating to long-term care and maintenance of buildings, and issues relating to space planning within the buildings are indeed part of this report. Based on these factors, it is recommended that the Trust give serious consideration to Option C or Option D. If Option "D" is not feasible or not possible, and if Option C is considered, each of the three suboptions should be carefully examined to determine the most reasonable storage location for the Trust's important collection. It will require careful consideration to determine if the collection should be placed in a new facility constructed at AIM (Suboption "C1"), relocated to another existing facility such as Clarke Warehouse or another building (Suboption "C2"), or kept at its current location (Suboption "C3"). It will also require careful investigation of the needs for exhibits/galleries, and staff offices as well, to determine whether they will be placed within the already-packed AIM footprint or if they should be added to the additional space needed for the collections. This will be an area for careful study.

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