

Draft

# Summary Report

Strategic Planning Symposium  
for the  
Charnley-Norwood House  
Ocean Springs, Mississippi

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## **Summary Report on Strategic Planning Symposium for the Charnley-Norwood House**

The following is a summary report on the Strategic Planning Symposium held on June 28, 2013 in Ocean Springs, Mississippi. This report includes a narrative about the event itself and the presentations made by the distinguished Panel Members invited to provide advice on future ownership, management and use for the property. The appendix includes the agenda for the Symposium, list of attendees, biographies of all Panel Members and the hosts for the Symposium, the PowerPoint presentation made by the Panel Members, and report credits. We also include a CD containing sample documents including sample budgets, articles, photos and plans. A list of the CD contents is in the Appendix at the end of this document.

### *Welcome and introductions*

The morning session of the Strategic Planning Symposium for the Charnley-Norwood House began at 9:15AM at the Mary C. O'Keefe Cultural Center in Ocean Springs, Mississippi. Kenneth H. P'Pool, Deputy State Historic Preservation Officer at the Mississippi Department of Archives and History was the organizer of the Symposium and served as host for the event.

Mr. P'Pool welcomed everyone and thanked them for being part of this important Symposium on the options for reuse, management and interpretation of the Charnley-Norwood House.

Mr. P'Pool first welcomed Ocean Spring's Mayor, Connie Moran and asked her to say a few words. Mayor Moran welcomed Symposium participants. She noted that the Ocean Springs Historic Museum in the Mary C. O'Keefe Center has been open to the public for three years now and wanted to make sure that all the participants had a chance to visit the museum during lunch. She also expressed her interest in the future of the Charnley-Norwood House and said that she would participate in most of the morning's activities.

### *Brief history of the property*

To familiarize participants with the Charnley-Norwood House, Mr. P'Pool gave a brief history of the property. John Thorpe and Dr. Emily Cooperman, both distinguished Panel Members, have augmented this history.

The house's history began in the spring of 1890, when Louis Sullivan, the internationally important architect known as "the Father of the Skyscraper," came to the Gulf Coast from New Orleans. At this point in his career, he was in need of a place to rest, after completing the Auditorium Building in Chicago. Introduced to the Mississippi coast by James Charnley, Sullivan was taken in by the beauty of this place and three lots were purchased facing the beach and the Gulf of Mexico. Sullivan, along with his protégé Frank Lloyd Wright, designed a house for himself and a nearly identical one next-door (east) for his friend James Charnley. The third parcel (to the east) was purchased for Sullivan's brother Albert, but nothing was built there at the time.

### *Orientation*

Both the Louis Sullivan and James Charnley "cottages" were tee-shaped and Shingle Style. Both were very similar in design. The two cottages were oriented with the base of the tee inland, toward the north, and the bedrooms in the tee-cross facing the beach and gulf for the view, the morning sun and the on-shore and offshore breezes. Both cottages had full width porches providing needed shade, and indoor/outdoor flexibility.

On the interior, the walls and ceilings were finished in beautiful curly pine bead board rather than plaster. The combined, open living and dining areas were a precursor to Wright's later open interiors. Matching stables (now lost) were designed and built for both Sullivan and Charnley. The octagonal Charnley Guest Cottage was built a little later between the Charnley and Sullivan cottages. The Charnley Guest Cottage still stands. At some point in the past, the land was subdivided and a neighbor now owns this building. Gardens and paths surrounded both buildings.

### *Seminal works*

The two houses that were built on the beach in Ocean Springs represent key aspects of Sullivan's work, including his approach to geometry. The remaining property, the Charnley-Norwood House is also a rare example of a residential commission by Sullivan. The two houses were built with place-specific ideas of domestic space that connected the interior to the exterior. Their indoor/outdoor connection was uncommon in that time period and pre-figured the key importance of this idea in 20<sup>th</sup> century modern architecture.

The cottages were made of beautiful natural-materials both inside and out, and perfect for the Gulf Coast. These two seminal cottages were an important residential application of Sullivan's mantra "Form Ever Follows Function," and a very early lesson to young Wright from his mentor about the importance of climate and orientation in all architectural design. One of the anchors of Sullivan's nature-based "A System of Architectural Ornament" was "The Seed Germ" wherein his entire ornamental design for a given building started and grew from a single concept. This is an analogy for not only Sullivan's work and life but also Wright's work and philosophy

Like Wright's own home in Oak Park, Illinois built just the year before, this 1890 Ocean Springs cottage is designed with understanding, and respect for nature in every regard. Later in life, as Wright began to write, lecture and exhibit, he came to call this concept "Organic Architecture," and it formed the basis of his philosophy and architectural practice for his entire career.

Thus, these two houses built on the beach in Ocean Springs Mississippi revolutionized American architecture. They were conceived and designed by the two greatest 20<sup>th</sup> Century architects in America, giving this one remaining property both national and international significance.

### *Primary designer*

In his later years, Frank Lloyd Wright recognized the importance of these two buildings by claiming responsibility for their design. In his autobiography, Wright claims that he designed both houses on the beach in Ocean Springs. Despite Wright's typically exaggerated claim, Sullivan, as the head of the office, would have generated the primary design (see the original Site Plan sketch by Sullivan on the CD) and handed the plans over to Frank Lloyd Wright. As an apprentice in Sullivan's office, and only 23 years old, Wright would supply the detail work. Wright's participation in the design was a limited collaboration with his "lieber meister" (Wright's name for Sullivan) who remained the primary architect. Of the two buildings in Ocean Springs, Sullivan stated that he liked Charnley's house the best. At the end of his life, Sullivan sent the plans for Ocean Springs cottages to Wright as a gift, from master to apprentice, reflecting the collaboration that occurs in every architectural office to this day.

### *Sale to Norwood*

In 1896, Charnley sold his house to a fellow Chicago lumberman, Frederick W. Norwood. A major fire occurred at the Charnley Cottage in 1897, and Sullivan was involved in the rebuilding for Mr. Norwood. Wright was no longer employed by Sullivan and was not involved in the rebuilding. The house was rebuilt with Sullivan's direct involvement, and some minor modifications, including the use of the beautiful and dramatically grained curly pine bead board on the interior. This melding of construction and decoration prefigured the approach of such important modern architects as Mies van der Rohe. The house remained in private hands until after it was heavily damaged by Hurricane Katrina in 2005.

### *Damage by Hurricane Katrina*

In 2005, Hurricane Katrina demolished Sullivan's cottage and seriously damaged Charnley's cottage. The storm surge waves lifted the Charnley-Norwood House off its piers like a boat and it came back down a few feet to the north. The ridge beam broke, resulting in two attached parts of the house. These were deposited, very battered but in relatively intact condition, a few feet away.

The Mississippi Department of Archives and History (MDAH) and the department's preservation partners assessed the Charnley house's damage, along with hundreds of other historic structures on the Mississippi Coast in the months after the storm. John Thorpe, one of the Symposium Panel Members was one of the scores of volunteer architects that came to help assess damage to historic structures that Fall and saw the Charnley-Norwood House then. Volunteers and MDAH staff hunted and gathered thousands of pieces of the shattered and scattered Charnley house, which were stored in containers on the property. Stabilization work undertaken by the Mississippi Department of Archives and History (MDAH) began in the spring of 2008. The roof was lifted, realigned and secured on new foundations. Unfortunately, the adjacent Louis Sullivan cottage was a complete and splintered loss.

MDAH entered into a formal relationship with the Mississippi Department of Marine Resources (MDMR) for the benefit of the Charnley-Norwood House, so that the property could be saved. To prepare for the restoration, MDAH contracted with John G. Waite Associates Architects to complete a comprehensive Historic Structure Report and Restoration Master Plan for the Charnley-Norwood complex. The Charnley-Norwood House was purchased from the last private owner in October 2011 through a grant of \$1,045,400 from the Coastal Impact Assistance Program. In December 2011, the MDAH accepted the low bid of \$998,000 submitted by a Biloxi contractor J. O. Collins for restoration. The superb yearlong restoration project will be completed in July 2013. No original furniture or decorative materials survive from the Charnley-Norwood House.

#### *An economic asset*

The two agencies undertook this work because both believed that the Charnley-Norwood House is a nationally and internationally important landmark. Additionally, both agencies believe that the Charnley-Norwood House is an educational and economic asset to the region.

Tourism is the second largest service industry in Mississippi, and the house is a heritage tourism asset to Gulf Coast, Ocean Springs and the state as a whole. Surveys have shown that Mississippi's history and culture provide the state's biggest tourist attraction. Cultural and Heritage Tourists spend more money than other types of tourists, a total of \$623 per person per trip compared to only \$457 per person per trip for other travelers as noted in [www.mississippiheritage.com/documents/MississippiCultureandHeritage-WhyTourismMatters.pdf](http://www.mississippiheritage.com/documents/MississippiCultureandHeritage-WhyTourismMatters.pdf)

Before Hurricane Katrina, [Heritage Tourism in Mississippi](#) provided:

1. 85,300 direct jobs
2. An annual payroll of \$1.7 billion
3. \$417.1 million in state tax revenues
4. Total tourist and visitor expenditures of \$5.7 billion

#### *Protected forever*

Today, the Charnley-Norwood House is listed in the National Register of Historic Places, as a contributing building in the Sullivan-Charnley Historic District, is a Mississippi landmark and included in the Mississippi Gulf Coast National Heritage Area, which is currently managed by the Mississippi Department of Marine Resources.

Listing on the National Register of Historic Places is important because it is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part

of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources. See [www.nps.gov/nr/](http://www.nps.gov/nr/).

The listing of the Charnley-Norwood House as a Mississippi Landmark is even more impressive. According to the MDAH web site, a Permit Committee composed of the Department director and professional staff in the Department is Division of Historic Preservation, reviews any proposed changes to these properties. This process ensures that Mississippi is historic, architectural, and cultural heritage is preserved for future generations. Under the state's Antiquities law, the Mississippi Landmark designation is recorded in the deed records of the appropriate county's Chancery Clerk office as a perpetual preservation easement. The MDAH actively manages these easement agreements. To learn more about easements see [www.nh.gov/nhdhr/programs/easements\\_about.htm#what](http://www.nh.gov/nhdhr/programs/easements_about.htm#what)

#### *Current ownership*

The two agencies agreed that the Charnley-Norwood property would be purchased by the State of Mississippi, through the MDMR, and that the MDAH would secure funds to restore it. The State of Mississippi is the current owner. They also agreed that MDMR would take over Charnley-Norwood operations at the end of the restoration.

Originally, the MDMR intended to use the house in conjunction with Gulf Coast National Heritage Area activities but the circumstances that permitted that have changed. The restoration is now complete with landscaping yet to do. MDMR no longer has the funds to maintain this property or pay for utilities, caretaker or security, and wishes to find another state agency to take primary responsibility for the property.

#### *Finding new management and uses*

Regardless of MDMR's current situation, the State of Mississippi now owns this historic treasure and it is now essential to find a way to use it for the educational and economic benefit of the state. In government projects, it is not unusual to regroup in order to find solutions to a changed situation. The purpose of the Symposium project was to explore options and determine partners, funding, and programming for the future of the Charnley-Norwood House without any hidden agenda, finger pointing, or criticism.

Mr. P'Pool recounted that many Government "band aid and bubble gum" solutions to a problem have worked in the past. He shared the following story. In the early 1980s, the state faced a similar situation about initiating and maintaining the Mississippi Main Street Program. Then, no one agency had sufficient funding to make this happen. Multiple agencies pooled their funds to get the program started and participated in the discussion that identified Mississippi State University's Small Town Center as a suitable resource for starting the statewide program until its success permitted the program to stand on its own. Today it is a successful city revitalization program.

### *Potential partners*

In the case of the Charnley-Norwood House, MDMR recognized their financial problems, and had been seeking partners by reaching out to Mississippi State University (MSU). MSU's College of Architecture, Art & Design is exploring the possibility of using this structure for faculty or scholar in residence, small meetings and public program use. Those kinds of uses make sense for this property. The focus of the Symposium was to identify some use or multiple uses that fit the needs of the MSU Architecture School, as the potential manager, while still permitting some public and visitor access during the year.

The City of Ocean Springs has also expressed interest in collaborating with the MSU Architecture School to use the house in conjunction with their successful cultural heritage and tourism programs. The work that the City and volunteers from Ocean Springs did to save the Mary C. O'Keefe Cultural Center, where the Symposium was held, is a good example of the City's demonstrated abilities. The High School was on the Mississippi Heritage Trust's Ten Most Endangered Historic Places List at one point, and was incrementally rehabilitated virtually room by room, over several years. Funding was secured from the National Park Service and the state of Mississippi, as well as through private donations. Now restored, today the Mary C. O'Keefe Cultural Center is one of the state's most active and successful cultural facilities.

### *Not a traditional house museum*

Prior to the Symposium, it was discussed that a traditional house museum was an unlikely use for the Charnley-Norwood House primarily because the site has no original furniture. However, the Panel pointed out that, unlike other landmark homes, it is doubtful that either of these two cottages had custom-designed or built furniture and accessories. They were probably furnished with typical Southern wicker, plants, rugs, simple tables, etc., which were available in the area.

There is precedence for presenting an empty, but architecturally significant historic house to visitors. Drayton Hall, in South Carolina, is owned by the National Trust for Historic Preservation and presented without furniture or collections. Its interpretation focus on the building's architecture and family stories. See [www.draytonhall.org/](http://www.draytonhall.org/). The Charnley-Norwood House's interpretation should be about the building as an artifact worthy of study. Regardless of the existence of period appropriate furniture, the house's significance lies in its plan, geometry and materials, exterior/interior relationship, gardens and paths, and not its furnishings.

### *Goals of the Symposium*



The Symposium had two goals. The first goal was to invite a Panel of professionals to listen and learn from the stakeholders. During the morning session, everyone present divided into groups to discuss specific topics related to the future of the Charnley-Norwood House. Each person picked a group/table topic that fit his or her field of expertise. All were asked to openly explore options related to that topic--with no hidden agenda.

The second goal of the Symposium was to provide everyone with an opportunity to get to know each other *for the long term*. All Symposium participants were stakeholders in some form, or interested in the future of Charnley-Norwood House.

Symposium participants introduced themselves along with their affiliations, and this list appears as Appendix A at the end of this report.

#### *Distinguished Panel Members*

Mr. P'Pool then introduced the distinguished Panel Members. He noted that all Panel Members are eminent scholars, preservationists, historians and architects who are passionately concerned about landmark properties and how they are used, interpreted and maintained. Biographies were supplied for all Panel Members and these are included in Appendix A. The Panel Members were:

Dr. Emily T. Cooperman, a Philadelphia-based architectural and landscape historian and historic preservation consultant has been in practice for nearly twenty-five years. Dr. Cooperman is the author of the National Historic Landmark Nomination for Frank Lloyd Wright's Temple Beth Shalom in Elkins Park PA. Dr. Cooperman has organized exhibitions and interpretation of this important late work of Frank Lloyd Wright

John G. Thorpe is an award winning restoration architect whose firm in Oak Park, IL specializes in planning, restoration and reuse of historically and architecturally significant properties. In his 30 years of practice, Mr. Thorpe has provided planning and reuse studies for more than 60 Frank Lloyd Wright designed structures across the country. He is also vice president and Advocacy Chair for the national Frank Lloyd Wright Building Conservancy organization.

Kenneth C. Turino has over 30 years' experience with historic house museums and teaches, writes, and consults on the future of historic houses from his home base in Boston MA. Mr. Turino is the Manager of Community Engagement and Exhibitions at Historic New England, the largest regional heritage organization in America. A current project is interpretive planning for the Kennedy Compound in Hyannis Massachusetts.

#### *Symposium consultant*

Mr. P'Pool introduced Donna Ann Harris, the consultant for this Symposium. He recalled that Donna came to his attention earlier this year, at the suggestion of John Stubbs, an assistant

professor at the Tulane School of Architecture. John knew of Ms. Harris' research about reuse of historic sites because he is a board member of the James Marston Fitch Charitable Trust, which awarded Ms. Harris the 2003 Mid-Career Fellowship to study reuse options for historic house museums. This research turned into a book *New Solutions for House Museums: Ensuring the Long Term Preservation of America's Historic Houses*, which was published by AltaMira Press in 2007. Since then, Ms. Harris has written articles, assisted with clients and spoken at more than 35 state and national conferences about finding new uses or users assure these important landmarks are preserved over time. Mr. P'Pool noted that Ms. Harris had worked closely with him to conceive this Symposium. He then turned the meeting over to Ms. Harris to explain the morning's agenda.

#### *Instructions to participants*

Ms. Harris said she was delighted that so many participants were here to help today. In planning the substance of this Symposium today, she said that she tried to come up with an efficient way to get Symposium participant's thoughts and ideas to the Panel Members as quickly as possible. She chose to use topical round tables as a means for everyone interested in the future of the Charnley-Norwood House, to be together, talking and thinking about the house's future in a structured way.

She noted that the Distinguished Panel Members would individually visit the six round tables, to ask questions, and get participant's views and aspirations for the Charnley-Norwood House's future. She noted that Panel Members would ask many questions, but that it was equally important to hear the thoughts of participants.

In addition, she explained that she, Mr. P'Pool, and Lolly Barnes, the Executive Director of the Mississippi Heritage Trust, (the person responsible for all the logistics, catering and organizing of the event) would circulate among the round tables, asking questions and getting thoughts from participants. As hosts, they would share these thoughts with the Panel Members when they meet for lunch at noon.

#### *Topical round tables*

Ms. Harris explained that she wanted Symposium participants to choose a round table topic that interests them. She also said that Symposium participants were encouraged to visit several tables throughout the morning to participate in those discussions. She also noted that she hoped that participants would be very candid in their remarks, and tell the Panel Members of their major hopes and concerns. Ms. Harris noted that the round table discussions were not being recorded, and all comments would be anonymous.

She introduced Susan McClamrock and Amanda Lewis, who would be taking notes during the introductions and at the Panel presentation to capture the substance of what was said. Ms. Harris again reiterated that no one would be directly quoted in the final summary report.

Ms. Harris reviewed the six topics for discussion.

1. Use/shared use, how will it actually work. physical infrastructure for use(s)
2. Planning/zoning for use/shared use(s)
3. Ownership and legal matters of transfer, partnerships for shared use. How will the site be secured next month/
4. Long-term financial sustainability/ maintenance, need for a friends of organization
5. Costs: budget for use and ongoing maintenance
6. Interpretation and tourism, partnerships

#### *First steps toward reuse*

Ms. Harris noted that the assembled group is just at the start of the reuse journey for the Charnley-Norwood House. These topics represented the most pressing first steps to identify a use or shared use for the property given the potential new management by the MSU Architecture School and the general interest in the public to visit the property at times during the year. Finally, she noted that the immediate security of the site was critical and that no one had yet decided who would pay for this.

The second thing she hoped would happen from this Symposium, was that some good personal relationships would form that would help implement some of the ideas from the Symposium, and secure the property for the years to come.

She said that round table discussions would continue until 11:45AM with the Panel Members and the hosts. At 11:45 AM, everyone would reassemble so that any lingering questions could be answered. She thanked everyone again for his or her participation.

The Hosts and Panel Members spoke with participants until 11:45 AM at the various topical round tables. All of the round tables were busy except number five: Costs: budget for use and ongoing maintenance, where no one was interested in participating in that discussion.

#### *Question and Answers*

At 11:45 AM, Ms. Harris called everyone back to the meeting room. She noted that the Symposium participants had just spent about two hours talking to each other and with the Panel Members and hoped that everyone had made some new friends. The Charnley-Norwood House would need everyone's help in the future. A few questions were asked about logistics for the afternoon Panel presentation.

#### *Lunch and invitation to explore downtown*

Ms. Harris introduced Lolly Barnes, the Executive Director of the Mississippi Heritage Trust, to talk about the schedule for the next four hours and the options for shopping and touring Ocean Springs. Ms. Barnes explained that downtown Ocean Springs had a variety of shopping options and that the visitor guides were available for those that wanted to walk a few blocks to town. She also noted that the Ocean Springs Main Street program won the Great American Main Street Award this year, a national achievement. She invited everyone to eat a catered lunch at the Mary C and to come back to the Mary C. Auditorium at 4PM to hear the observations and recommendations from our distinguished Panel.

The next section of this report is the Panel presentation, which has been augmented by Panel Members to provide more detail.

## **Panel Presentation in Mary C. O’Keefe Cultural Center Auditorium**

Kenneth H. P’Poole welcomed Symposium participants back to the final portion of the Charnley-Norwood House Strategic Planning Symposium. He welcomed members of the Ocean Springs Historic Preservation Commission in attendance as well as Rowland Watts, a member of the Board of Trustees of the Mississippi Department of Archives and History. The public was invited to this portion of the Symposium, along with neighbors, City Council members, Supervisors and other elected and appointed officials.

He introduced the presenting Panel Members who would speak about their observations and recommendations for the Charnley-Norwood House. He provided some biographical detail, as there were new people in attendance at the presentation. Biographical information about each Panel member appears in the Appendix at the end of this report.

Mr. P’Pool noted that he was pleased with the turnout at this concluding Panel presentation and recognized that the Panel had only a few hours to pull together their comments and thoughts. He also thanked all the Symposium participants for their generous comments to the Panel Members. He noted that the Panel Members were sent copious reading materials in advance of this visit, including the Historic Structures Report produced for the building, the architectural finishes report, presentations about the history of the building, and other materials.

He noted that the Panel Members had also spent the previous afternoon touring Ocean Springs and Biloxi to visit many of the other important cultural and heritage resources nearby. Panel Members visited Schooner Pier; the Ohr-O’Keefe Museum of Art; site of the Maritime and Seafood Industry Museum; Twelve Oaks, in Ocean Springs, which is owned by the Land Trust for the Mississippi Coastal Plain; the Walter C. Anderson Museum of Art; the Shearwater Pottery; the University of Southern Mississippi Gulf Coast Research Lab and finally the Charnley-Norwood House. After that visit, he noted that there was a picnic dinner for all tour members at Fort Maurepas Park.

The quick driving tour was designed to familiarize the Panel Members about all the cultural opportunities in Ocean Spring and what the Charnley-Norwood House could be as a visitor destination amid the other cultural offerings in the area.

Mr. P’Pool then turned the Panel over the presenters. Kenneth Turino spoke first. The PowerPoint presentation, which accompanied their talk, can be seen in the Appendix at the end of this report.

Ken Turino said that the photos he saw of the Charnley-Norwood House prior to arriving in Ocean Springs did not do the house justice. He offered his congratulations for all the effort necessary to get to this point, and thanked the Mississippi Department of Marine Resources and the Mississippi Department of Archives and History for a splendid restoration project.

Mr. Turino remarked that the Charnley-Norwood House is an amazing historic and architectural resource. As part of the process of learning about the building, the Panel Members read the Charnley-Norwood House Historic Structures Report and reams of other documents. Yet, he noted, that when he first saw the building, he was floored, and noted that his jaw dropped at first sight. He thanked everyone for his or her concern for the future of this house.

Mr. Turino explained that the Panel presentation would be about what the Panel Members heard from the Symposium participants during the round table sessions. He noted that Panel Members listened to what participants had to say, and learned a great deal. In this very brief presentation, the Panel would make several recommendations about the future of the property.

John Thorpe then spoke at the podium, also expressing his great admiration for the successful restoration, and even surprise at the large size and quality of the house. In anticipation of questions about who designed these properties, Mr. Thorpe noted that master architect Louis Sullivan created the concept and overall design, with Frank Lloyd Wright as his assistant and draughtsman. Mr. Wright was 23 years old at the time that the James Charnley House was designed. Mr. Thorpe said that he credits both Sullivan and Wright with its design, as master and apprentice. Architectural offices still work this way today, and the design is a collaboration between both men.

Mr. Thorpe noted that this is the first of only two preserved residences in which both famous architects were designers, making it extremely important in the history of American architecture. The other one is the 1891 James Charnley House on Astor Street in Chicago, now the national headquarters of the Society of Architectural Historians.

Mr. Thorpe noted that Wright went to work in Louis Sullivan's architectural office in 1888 as his second job as an architect. The next year Sullivan loaned Wright money to build his own Shingle Style house, now the Frank Lloyd Wright Home and Studio on Chicago Avenue in Oak Park IL. Wright worked for Sullivan as chief draughtsman from 1888 to 1893.

In 1890, Sullivan came to Ocean Springs with his friend James Charnley who he met in New Orleans, while Sullivan was traveling after finishing work on the Auditorium Building in Chicago. Sullivan purchased three building lots, on the beach in Ocean Springs. One lot was for him, seen on the left in the drawings on the slide. The middle lot was for his friend, Charnley, and a third lot was for his brother Albert Sullivan. The very valuable sketch in the slide was made on Sullivan's letterhead and shows each parcel with the initials of the person who would own the property as well as the building footprint. There is only one of these houses left, the Charnley-Norwood House in the center.

Mr. Thorpe believes that this sketch was given to Wright for him to create finished drawings for the Sullivan and Charnley Houses. Today this sketch is found in the Frank Lloyd Wright Foundation Archives at Taliesin West in Scottsdale, AZ. Sullivan sent this drawings to Wright

at Taliesin in Wisconsin in the 1920's when Sullivan was dispersing his drawings at the end of his career.

The vacation cottages in Ocean Springs that Sullivan and Wright designed were, indeed, very different from most being constructed at the time. The rooms were organized around a central circulation space (much like the one that would be used at Charnley's Chicago residence), and these spaces begin to flow into one-another, in an organic fashion that Wright would later describe as "breaking the box."

Sullivan's own house in Ocean Springs was very similar in plan and appearance to that of Charnley's house. This slide shows a photograph of Sullivan on front steps of his own house in Ocean Springs. On the bottom left is the floor plan for Sullivan's house, and the top right is a photograph of Mr. Charnley. Finally, on the bottom right is a floor plan of Mr. Charnley's house. Mr. Thorpe said that the photos show that the two houses are almost identical. In 2005, as noted above, the Charnley-Norwood House was lifted and broken in the storm surge from Hurricane Katrina. Its neighbor, the Louis Sullivan cottage did not survive the storm surge.

### *Norwood period*

In 1896, the Charley's sold their cottage to another Chicago lumberman, Frederick Norwood. Norwood's introduction of the double band sawmill and the use of rails to transport logs to a central mill and lumber from the mill to ports, helped make Gulfport the world's largest timber shipping port in the early 20<sup>th</sup> century

When a fire destroyed the Norwood cottage in 1897, Norwood immediately reconstructed it with only minor modifications. Since Sullivan was apparently spending more time in Ocean Springs during the late-19<sup>th</sup> and early-20<sup>th</sup> centuries, it is believed that he oversaw the reconstruction. Wright left Sullivan's employ in 1893, and was not involved in the reconstruction. Sullivan referred to the original plans for the rebuild including the original Frank Lloyd Wright details. We know this house today as the Charnley-Norwood House.

Fred Norwood lived here for 14 years. He and with his partner Butterfield, founded a small town nearby called Norfield, where they set up a large sawmill town. A photo of Norwood, the man, appears in the top and at the bottom a photo of Norfield, MS. A train line spur in Norwood could ship the yellow pine from Mississippi straight to Chicago in less than 24 hours.

Slide 5 shows a historic photograph of the Charnley-Norwood House in context. Note the garden. We learned about this photo from Jeff Rosenberg, from the Mississippi Department of Archives and History who participated as a historian in the salvage and restoration process of the Charnley-Norwood House.

Slide 6 shows a detail of restored curly pine bead board paneling, a unique interior feature of the Charnley-Norwood House. This paneling came from Norwood's sawmill in 1897 but may have duplicated the same in the original 1890 cottage.

Slide 7 shows historic photographs of the Charnley-Norwood House site. Note the circular drive and the mature gardens.

Dr. Emily Cooperman reasserted the key place the Charnley-Norwood House played in the history of modern American architecture. She noted that the property was restored due to the efforts to the Mississippi Department of Archives and History. It was acquired through grants to the Mississippi Department of Marine Resources, using funds from the US Fish and Wildlife Service.

Slide 8 shows the newly preserved Charnley-Norwood House in an image shot yesterday.

Dr. Cooperman noted that this building is a nationally significant work of design because it embodies the intersection of Louis Sullivan and Frank Lloyd Wright's design work. The house tells us a great deal, about what Wright learned from Sullivan in terms of the approach to geometry, the organization of spaces, the connections between interior and exterior, and the modernist approach to decoration and materials. This small house embodies all of these key modern ideas and reinforces Sullivan's role as a key innovator of form, not only of applied decoration. It also marks the point where we first see Wright, working with Sullivan, connected to the elaboration of basic geometric forms as the basis of design.

Dr. Cooperman also remarked that the Panel was very impressed that Ocean Springs is such a thriving and historic arts community. She said there was extensive evidence of numerous partnership opportunities in the region for the Charnley-Norwood House, since the developing of strategic partnerships and collaborations for not-for-profits is crucial for success.

The Charnley-Norwood House is now state owned, restored with public money. The future of the Charnley-Norwood House presents numerous partnership opportunities. Dr. Cooperman noted that determining the Charnley-Norwood House ownership/management structure was today's major accomplishment, and that the Panel understood that the house must remain state owned. The Department of Marine Resources will turn the house over to the Mississippi State University Architecture School, which we recommend to be the new manager of this state owed property. MSU should would work with the City of Ocean Springs and MDAH as their principal partners towards using this site as an educational resource and visitor destination.

The transfer will be complicated and take time, but the Panel Members believe that this move will create a better opportunity for the property to be sustainable in the future. While the management seems to be settled based on today's conversations, how the property is actually used programmed has not been completely determined. We do not yet have a complete idea of



the kind of activities will occur on a day-to-day basis at the site. This needs further discussion between MSU and the other partners.

The City of Ocean Springs is interested in leading the day-to-day management, in partnership with the MSU Architecture School. In addition, the MDAH, because they hold the easement on the property should be highly involved in decision making for the future. The Panel thus recommends that the MSU Architecture School be the new manager and work with the City of Ocean Springs and the MDAH in the day-to-day management.

Dr. Cooperman explained that the success of the Charnley-Norwood House rests on the strength of the partnership formed for managing the site. During the Symposium, the Panel identified many other potential partners to help in some way with the management, operations, advisory roles for the property in the future. These partners are

- Mississippi State University School of Architecture
- City of Ocean Springs
- Mississippi Department of Archives and History
- Mississippi Heritage Trust
- Mississippi Gulf Coast National Heritage Area
- Ocean Springs Museum of History
- Ocean Springs Chamber of Commerce/Main Street
- Walter C. Anderson Museum of Art
- Frank Lloyd Wright Building Conservancy
- Frank Lloyd Wright Preservation Trust
- National Park Service
- And many others

John Thorpe discussed the current zoning for the Charnley-Norwood House, which is R-1, single family. The Panel suggests that the zoning needs to be changed to public use. This should not be difficult to accomplish based on the Panel Member's conversations with Mayor Moran during the Symposium.

It was also noted that the MDAH holds perpetual conservation easements on the Charnley-Norwood House, the Butera House (the former Charnley Guest Cottage), which is located next door, and on the vacant Sweeney property to the north. To learn more about easements see [www.nh.gov/nhdhr/programs/easements\\_about.htm#what](http://www.nh.gov/nhdhr/programs/easements_about.htm#what).

It is important for the future development of this property as an educational and interpretive center that the managing organization knows its neighbors and their plans. As the site stewards it is important to understand the planning and zoning of nearby parcels and how these might change in the future. This would particularly apply to all the original parcels owned and designed by Louis Sullivan, which include Butura, Charnley-Norwood, the Sweeney property to the north and the Albert Sullivan parcel to the east.

Dr. Cooperman said that Symposium participants identified a variety of suitable uses and criteria for the Charnley-Norwood House. Panel Members recommend the following:

- The house must be publicly accessible at least a few times a month or more often.
- The site is suitable for a very limited number of special events each year.
- The garden, trees and landscape are an important part of the site, in addition to the house itself. It is essential that the site/ground be studied in detail and to the same standard to which the house has been examined thus far with the Historic Structure Report. The Panel strongly recommends that a Historic Landscape Inventory and Report be undertaken as soon as possible to guide future intervention and planning for the site itself.
- MSU or other universities can use the house and site for educational programs and classes.
- The house and the site should NOT be used for wedding rentals, political events or similar occasions. However, one or two signature fundraising events a year – geared towards raising endowment funds – might be acceptable to the neighbors.
- We also do not encourage velvet ropes to be used in this property.
- The Charnley-Norwood house should NOT be used as a traditional furnished historic house museum (like nearby Beauport).
- Guided and/or self-guided tours of the house are potential appropriate uses.
- The rooms can be used for temporary exhibitions, such as temporary Panel s or pull-up trade show banners for interpretive purposes. Other Ocean Springs museums could have temporary exhibitions there as appropriate.
- Display of a limited number of reproduction or period appropriate furnishings is suitable for the Charnley-Norwood House, but for use, and not to be the basis of any kind of museum collection. A selection of important historic photographs with minimal captions can be hung on the interior in period frames to provide a major educational opportunity for ALL uses and events. Other methods of interpretation can be employed.
- Any period furnishings or accessories that are purchased and used for interpretation should be considered “disposable” and easily replaced.

Mr. Turino reiterated that use flexible room use is essential for the future of this property and that the building offered literally hundreds of possible future uses.

Panel Members emphasized that it is wise to have a flexible interior, with flexible furniture, and not to plan permanent interior uses that could negatively impact future multiple uses. It is also good practice to place a service building behind the house. This means that any caretaker or a security desk, office, bookshop, maintenance shop or storage, should not be located within the house itself. Throughout the site’s history, parking has been located behind the building, not in front or to the side of it. Thus, the Phased Master Plan (mentioned later) that the Panel recommends being undertaken soon, should illustrate why it is important to look at the three adjacent parcels for the original campus as potential locations for these service areas.

Dr. Cooperman explained that the ultimate goal of this effort is the financial sustainability for the Charnley-Norwood House for the future. In order to achieve this, the Panel recommends:

- Create an endowment fund capable of generating yearly funds to pay for day-to-day maintenance and create a reserve for replacement fund to pay for new mechanical systems at the end of their useful life, roof replacement when needed, and other repairs/restoration that may be necessary in the future.
- Obtain local and national sponsors (such as Lowes, Benjamin Moore, etc.) to support yearly programming and general maintenance costs. Mr. Thorpe said that care is needed to assure that neither the sponsors nor the public will assume in marketing, advertising, or on the website for example, that sponsor-provided products have been used on the property. Donor plaques are fine but Mr. Thorpe cautioned about offering any naming rights.
- Secure governmental funding from the city, county, or state or private sources to pay for landscape restoration reports, interpretive plans and other reports and to implement these reports in the future.
- Establish a subsidiary 501c3 nonprofit "Friends of" private sector fundraising organization to help raise both endowment funds and operating funds on a yearly basis. Some Friends of groups also serve as planners, implementers and hospitality for special events
- Until that organization is established, the Mississippi Heritage Trust could serve as a fiduciary for any funds raised by creating a separate line item account for the Charnley-Norwood House, and take on other "Friends of" roles.

Dr. Cooperman continued her discussion about the future use of the Charnley-Norwood House. The Panel is recommending that the use focus on both interpretation and education.

- Mississippi State University Architecture School should use the house or an adjacent building behind as an architectural research lab and for lectures or programs associated with its Gulf Coast Design Studio.
- Other MSU departments can use the house for historical research and develop narratives that connect to stories of community history, relating this history to the region and the nation.
- All entities involved should conduct further research on the Charnley-Norwood House itself, its architectural heritage, significance, and the families associated with the building.
- The site can serve as an additional or satellite location for the Ocean Springs Museum of History.
- The Charnley-Norwood House is suitable for presenting traditional building method workshops.
- The grounds can provide an idyllic setting for plein air painting or other art classes and reinforce the other cultural organizations and tourism efforts in the area by using the property for artistic pursuits.

A good sample of a simple interpretive panel can be seen in this link and another in the CD that accompanies this report. [www.historicnewengland.org/collections-archives-exhibitions/online-exhibitions/PresMovement/exhibition-Panel s-for-the-preservation-movement-then-and-now](http://www.historicnewengland.org/collections-archives-exhibitions/online-exhibitions/PresMovement/exhibition-Panel s-for-the-preservation-movement-then-and-now)

Mr. Turino identified other planning reports are needed in the future to fully understand the property so that it could reach its obvious potential. All of these recommendations are building blocks for creating of an educational venue or tourism destination. These reports should be done in the right order and by the right people to be effective. So far, top-notch consultants completed all the planning reports that the Panel reviewed. The Panel recommends the following next steps, which are not yet funded.

Further strategic planning is needed in order to establish a mission statement and a vision statement for the Charnley-Norwood House. These documents detail how the future will be implemented. He also noted that phased plans for further development of the property are needed about the building and grounds. He said it was important to develop a timeline for create the following documents in the form of a matrix.

1. A Business or Management Plan that describes the governance of the building including the partnership between the various entities interested in the day to day management of the property and how the partnership would actually work
2. A Strategic Plan to describe future growth over five years, in conjunction with the phased Adaptive Use Master Plan (noted below).
3. A Cultural Landscape Inventory Report for the grounds. The landscape deserves special treatment, as the garden is an important part of the site.
4. An Interpretation Plan to identify the stories to be told about the building's history, architecture and the people that lived there.
5. A full property Adaptive-Use Master Plan including physical and financial phases. This would detail any possible expansion unto the three adjacent parcels that comprised the original land purchase by Sullivan in 1890.

Dr. Cooperman noted that more discussion is needed regarding the importance of a professionally done Cultural Landscape Report, which will help with future interpretation of the grounds.

John Thorpe suggested that the phased Adaptive Use Master Plan is very important. By "interpretation plan," the Panel Members are referring to interpretation programs that do not necessarily include a tour of the physical property. The interpretation could be via a self-guided brochure, a robust and informational website (with a virtual tour of the building and

grounds that can be studied from everywhere, pamphlets, books or smart phone applications etc.) Here is an example of a very comprehensive interpretive plan.

[www.nps.gov/long/parkmgmt/upload/Longfellow%20Comprehensive%20Interpretive%20Plan.pdf](http://www.nps.gov/long/parkmgmt/upload/Longfellow%20Comprehensive%20Interpretive%20Plan.pdf)

Dr. Cooperman said the Panel is also recommending that a dedicated, paid professional staff member be identified to help guide the future development of the Charnley-Norwood House. In other words, professional staff must be hired whose time is not shared with other organizations or entities. A Board of Directors must be appointed for governance purposes. An Advisory Committee comprised of historians, architects, and similar academic professionals should be appointed to help with use and interpretive content purposes. A subsidiary Friends group should be established for fundraising, development, special event and hospitality opportunities.

Mr. P'Pool introduced Donna Ann Harris, the consultant for this Symposium to wrap up the Panel presentation. He noted that she literally wrote the book about reuse of historic house museums from her grant funded research for *New Solutions for House Museums: Ensuring the Long Term Preservation of America's Historic Houses*, which was published by AltaMira Press in 2007. Ms. Harris and Panel Members took questions from the audience at the conclusion of the Panel's presentation.

#### *Question and Answers*

**Q.** Do you have an estimated time frame for all of this to come about?

**A.** Ms. Harris noted that development of this project depends on the speed with which the partnership between MDR and MSU is established. This is a critical first step so that the management change can be made in a reasonable time table.

**Q.** Where is the day-to-day operating revenue stream?

**A.** Mr. Turino noted that we could not say at this point, without knowing what the program will be. The City of Ocean Springs will commit some resources. Mr. Turino stated that the next step is to develop an operating budget, but we can't say what the operation costs will be at this point. We can get utilities costs, but we don't know what the programs will be. We have sample budgets, and these will be given to Ms. Harris for the final report. Mr. Thorpe stated that visitation is a source of income, as well as events and grants. It can be compared to other Wright properties whose visitation ranges from 1,000 to 140,000 per year. Another way to earn revenue is to sell materials, such as books, reproductions, cards etc.

Mr. Thorpe noted that a key question is what the project leaders can supply to the ongoing operating budget. He noted that Panel Members did not have time to delve into these issues, as the Symposium was only a day. He also questioned what kind of fundraising goals would be

suitable for this community. Both of these are unknown at this point. Mr. Turino said he would do likewise.

**Q.** Is it necessary to rezone the Charnley-Norwood House property?

**A.** Ms. Harris noted that the zoning would depend on the property's ownership and use.

**Q.** A neighbor stated that she wanted her family's privacy ensured.

**A.** Ms. Harris said that she would recommend that the neighbors be included on the stakeholder list in the final report. Roland Weeks, board of trustees of MDAH, stated that he understood the privacy concerns. He lives near the site of the new stadium.

He thanked everyone for their work and participation, particularly Ken P'Pool, who has done a terrific job.

Mr. P'Pool provided the following concluding remarks.

We have a national treasure in Ocean Springs. This site demonstrates the importance of architecture and how architecture affects our lives. The Charnley-Norwood House will be important for heritage tourism in the region. It will take many partners to make this work. Thank you all for your interest, support and faith.

He then invited all attendees to come to the Charnley-Norwood House for dinner on the lawn, which concluded the Strategic Planning Symposium.

## **Appendices**

- A: PowerPoint presentation made by Panel Members
- B. Invitation memo to Strategic Planning Symposium Participants
- C. Working agenda for Strategic Planning Symposium
- D. Biographies of Hosts and Panel Members
- E. List of Participants
- F. List of Contents of CD
- G. Report Credits.

## **A. PowerPoint Presentation made by Panel Members**



## Charnley-Norwood House Strategic Planning Symposium June 28, 2013



Charnley Norwood House Symposium, June  
28, 2013

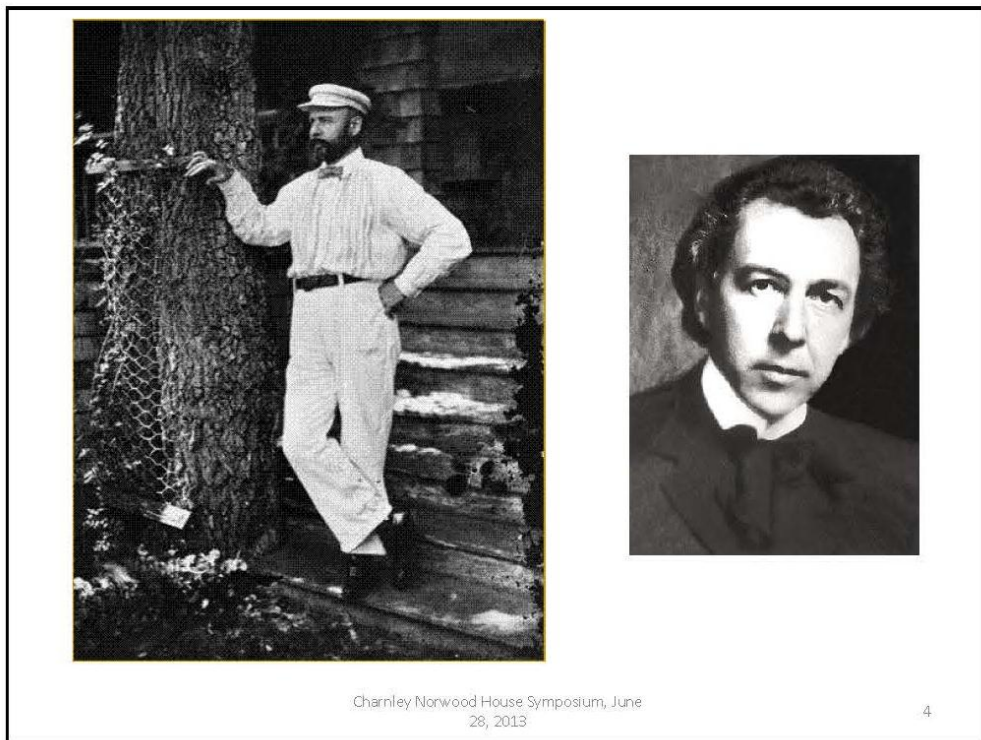
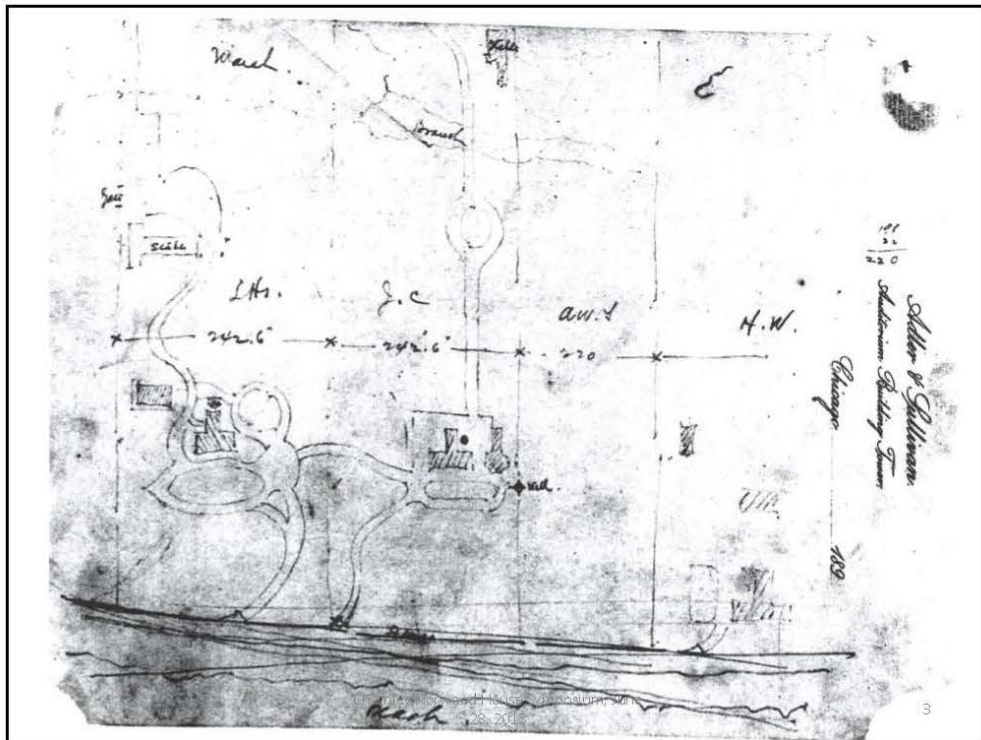
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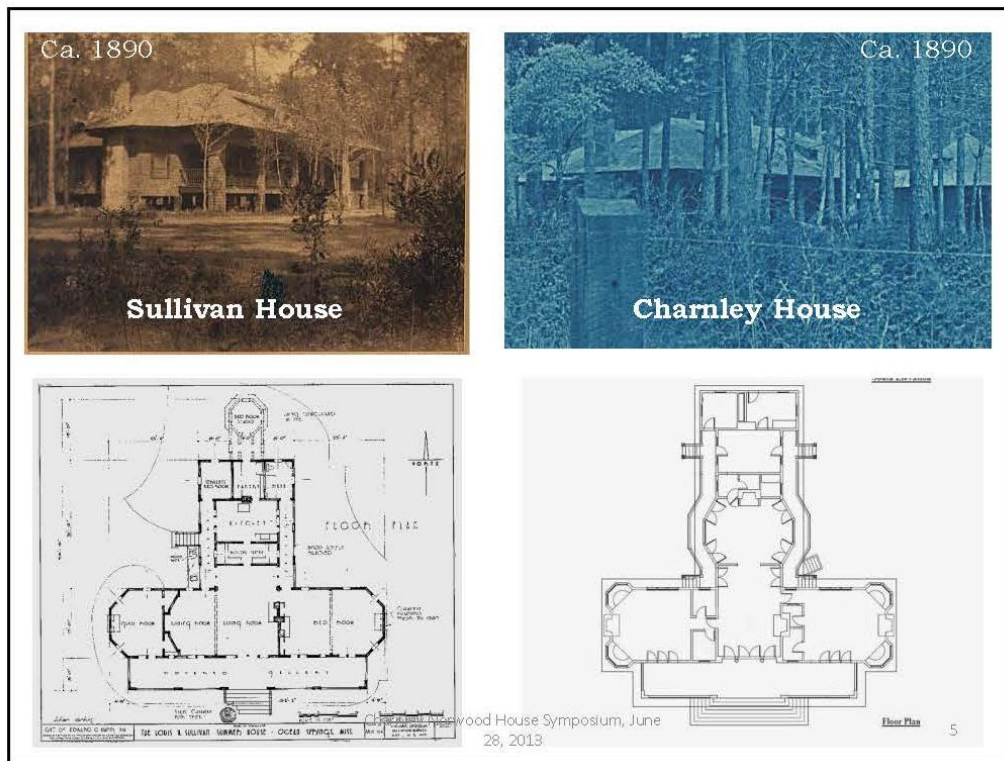
## Summary Chronology

- 1890
  - Louis Sullivan arrives in Ocean Springs with James Charnley.
  - They purchase lots and Sullivan designs houses for him and his friend.
    - Frank Lloyd Wright, working in Sullivan's office, collaborates as apprentice on design

Charnley Norwood House Symposium, June  
28, 2013

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## Summary Chronology

- 1895
  - Charnleys sell their cottage to lumber merchant Frederick Norwood.
- 1897
  - Charnley/Norwood cottage destroyed by fire
  - Immediately rebuilt by owner
  - Sullivan made minor improvements to the design during the rebuilding

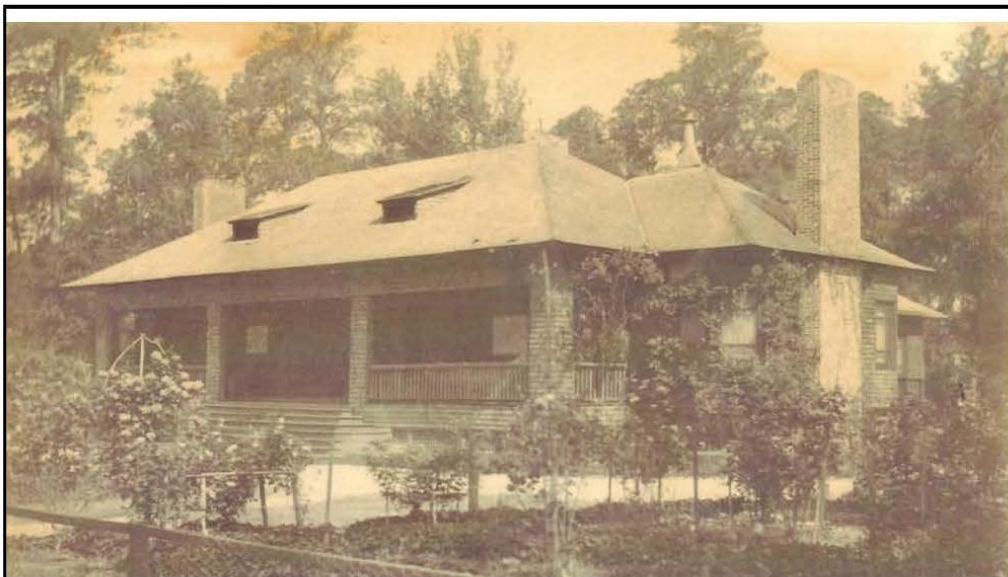




## Norfield, Mississippi

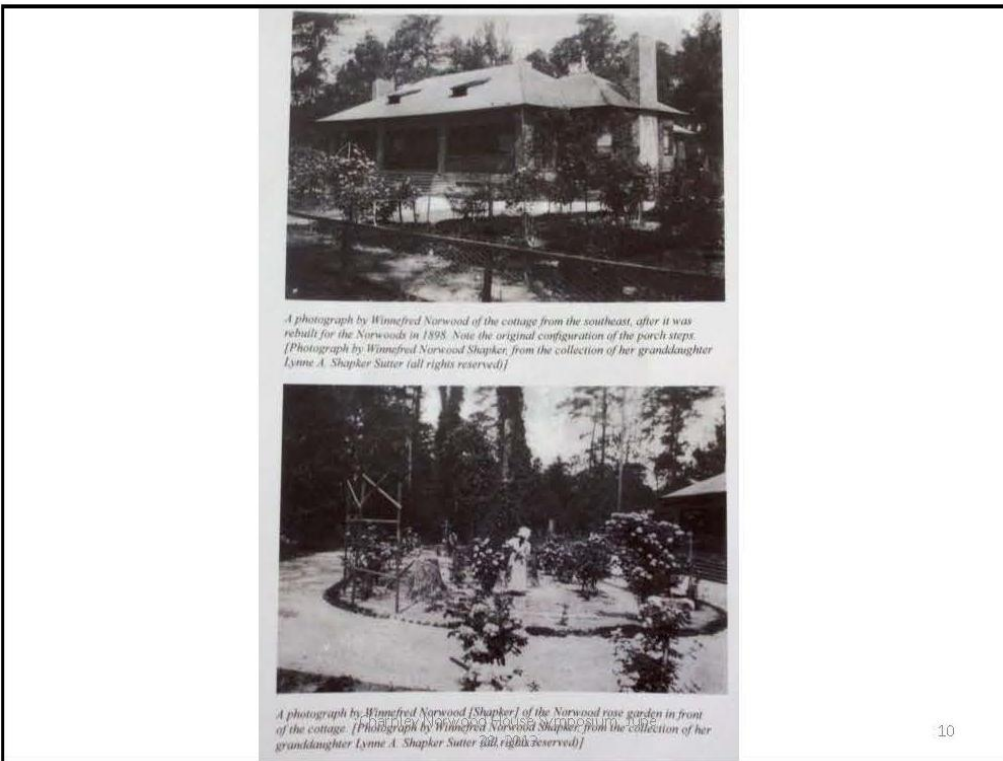
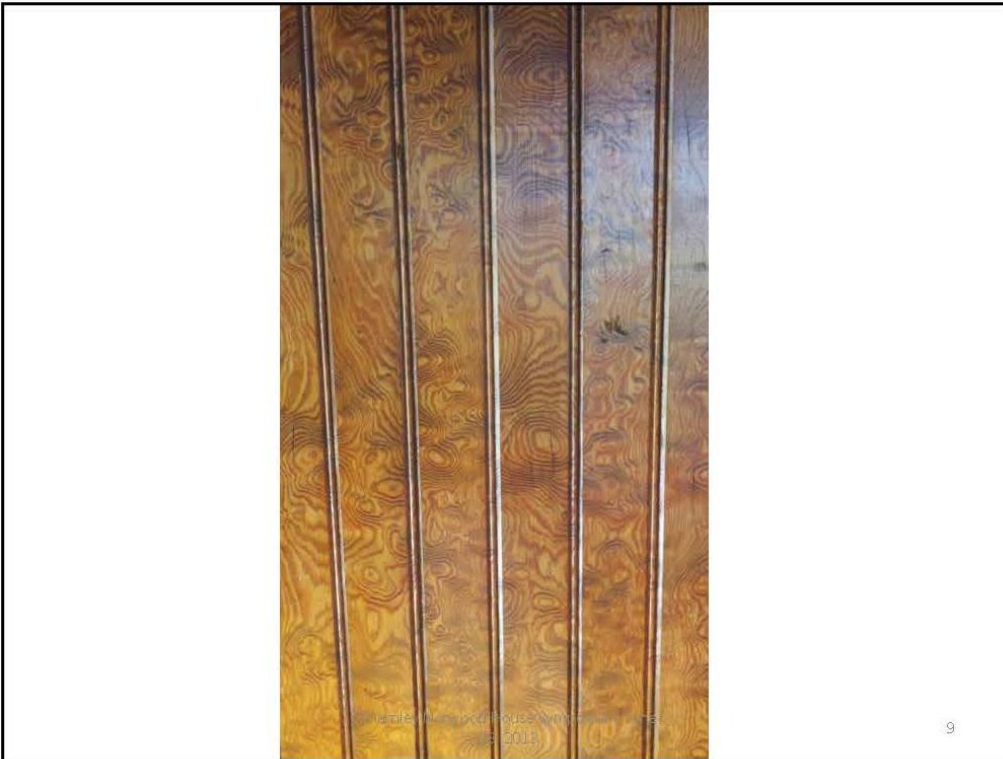
Charnley Norwood House Symposium, June  
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Charnley Norwood House Symposium, June  
28, 2013

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April 2005



## Present Situation

- Nationally significant site
- Thriving historic arts community in Ocean Springs
- State ownership
  - Public \$ invested
- Many opportunities for partnerships
  - In local community
  - In region
  - In state
  - Nationally

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## Management

- Lead managers
  - Mississippi State University would be “owner”
  - City of Ocean Springs
  - Details to be determined . . . .

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## Partnerships

- Mississippi Heritage Trust
- Ocean Springs Museum of History
- Mississippi Dept. of Archives and History
- Ocean Springs Chamber of Commerce
- Walter Anderson Museum
- Frank Lloyd Wright Building Conservancy
- Frank Lloyd Wright Preservation Trust
- . . . And many, many more

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## Planning/zoning

- Zoning to change from single family residential (R1) to public use (P)
- Preservation easements in place in north and west adjacent properties as well as on the Charnley-Norwood House itself.

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## Use

- Accessible to the public
- Educational programs/classes
- Tours (guided and self-guided) (Not “traditional” house museum!)
- Exhibitions (permanent and changing)
- Limited use of special events/functions (NOT WEDDINGS!)
- Flexible room use and period furnishings

Charnley Norwood House Symposium, June  
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## Financial sustainability

- Create an endowment
- Develop relationships with local and national sponsors – for example:
  - Lowe’s
  - Benjamin Moore
- Seek county funding
- Create “friends” organization (parallel 501(c)3)
- Seek Government grants

Charnley Norwood House Symposium, June  
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## Interpretation/Education

- Architectural Research laboratory for MSU
- Historical Research laboratory for MSU
  - Develop narratives that connect to stories of history of community, region and nation
- Conduct further research
- Satellite for Ocean Springs Museum of History
- Workshops for craftsmen
- Painting/art classes

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## Recommendations

- Mission Statement and Vision Statement
- Phased Plans needed:
  - Management / Business Plan
  - Strategic Plan
  - Cultural Landscape Inventory/Report
  - Interpretation Plan
  - Property Master Plan

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## Recommendations

- Dedicated, Professional Staff
- Board of Directors
- Board of Advisors
- “Friends of” Group

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## Panel Members and Hosts

- Panel members
  - Dr. Emily Cooperman
  - John G. Thorpe
  - Kenneth Turino
- Hosts
  - Ken P’Pool, MDAH
  - Lolly Barnes, Mississippi Heritage Trust
- Consultant
  - Donna Ann Harris, Heritage Consulting Inc.

Charnley Norwood House Symposium, June  
28, 2013

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## **B. Invitation memo to Strategic Planning Symposium Participants**

## MEMORANDUM

To: Participants and Potential Participants. Charnley-Norwood House Strategic Planning Symposium

From: Ken P'Pool

Re: Symposium Agenda

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Arrangements are coming together for the Symposium on Thursday and Friday, June 27-28, 2013. We appreciate everyone's interest, cooperation and patience as we have hurriedly assembled this Symposium to discuss the future of the Charnley-Norwood House, one of Mississippi's greatest architectural treasures. Of course, all of us would have preferred to have more time to plan for this event, but sweeping administrative changes, the nearing completion of the house's restoration, and the impending closure of MDAH's Gulf Coast Office gave us few options.

We were fortunate; however, to secure the services of Heritage Consulting, Inc. of Philadelphia, PA, whose founder, Donna Ann Harris, is a nationally recognized authority on historic site planning and management. Her book *New Solutions for Historic House Museums: Ensuring the Long Term Preservation of America's Historic Houses* was published by the American Association for State and Local History and is the authoritative work on this subject. She has assisted with organizational development for numerous historic properties.

Ms. Harris has recruited other outstanding professionals in the field as part of her Panel of experts to facilitate the Symposium and help formulate possible alternatives for the house's future. Dr. Emily T. Cooperman is the principal of ARCH Historic Preservation Consulting and the former director of research at the Architectural Archives of the University of Pennsylvania. John G. Thorpe is a restoration architect and master planner and has overseen the restoration of some 60 buildings designed by Frank Lloyd Wright; he serves as vice-president of the Frank Lloyd Wright Conservancy. Kenneth C. Turino is manager of Community Engagement and Exhibitions at Historic New England, the largest regional heritage organization in America.

We have also been most fortunate to have the organizational assistance of the Mississippi Heritage Trust, whose executive director, Lolly Barnes, is a life-long resident of the Mississippi Gulf Coast and was formerly the Historical Administrator for the City of Biloxi. Lolly brings not only a great passion for the preservation of Mississippi's heritage, but an extensive knowledge of the Gulf Coast's history as well.

Thanks to the talents of these people, as well as the interest and commitment that all of you

have demonstrated, the Symposium to plan for the future uses and management of the historic Charnley-Norwood House should be quite successful.

Attached please find the agenda for the Symposium and a list of the participants. If you have not confirmed your participation yet, please respond to this email as soon as possible.

**Also below is a form listing the various events. In order to help us plan for the numbers attending each function, please complete the form and return to me by reply to this email.**

Again, we are looking forward to seeing you and are counting on everyone to show up ready to discuss ideas for the Charnley-Norwood House's future. If you have questions, please do not hesitate to contact me by email or cell phone 769-798-5470.

## **C. Working agenda**

**Strategic Planning Symposium for the  
Charnley-Norwood House, Ocean Springs, MS  
June 27-28, 2013  
Working Agenda**

**Thursday, June 27, 2013**

2PM           **Ocean Springs/Biloxi Cultural Resources Tour:** While designed to familiarize our out-of-town participants with cultural resources in the Ocean Springs and Biloxi area, the tour is open to all Symposium participants. All wishing to participate should meet at Holiday Inn Express, 7301 Washington Avenue, Ocean Springs. Three vans, carrying six passengers each, have been made available. Driving instructions are attached, and maps can be provided to those wishing to drive their own vehicles for all or part of the tour. Sites to be visited on this whirlwind tour are:

- 1) Ohr-O'Keefe Museum of Art
- 2) Biloxi Maritime & Seafood Industry Museum
- 3) Twelve Oaks (property of the Gulf Coast Land Trust)
- 4) Walter C. Anderson Museum of Art
- 5) Shearwater Pottery
- 6) USM Gulf Coast Research Lab

4:45.           **Tour Charnley-Norwood House:** Ellis Anderson, Gulf Coast writer and film producer is making a video about the house and its significance and plans to conduct brief interviews with the Expert Panel Members during visit.

5:45           Leave Charnley-Norwood House

6:00           **Arrive at Fort Maurepas Park for a casual, "Welcome to Ocean Springs"**  
**Dinner**

This will be an opportunity for the Expert Panel and representatives of the City, the Dept. of Marine Resources, Mississippi State University, Mississippi Heritage Trust, and Dept. of Archives and History to meet and visit over a picnic-style dinner

**Friday, June 28, 2013**

8:30           **Mary C. O'Keefe Cultural Center- Symposium participants sign-in and pick up nametags.**  
Breakfast pastries, coffee, water, etc. will be provided



- 9:00      **Welcome** by Mayor Connie Moran  
**Introductions and Symposium's Purpose**, Ken P'Pool  
The Symposium's lead facilitator, Donna Ann Harris, author of *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses*, will explain the role of the expert Panel Members and how the Symposium discussions will be conducted
- 9:30      Program Participants/ Stakeholders/ Resource Personnel divide into round tables based on the following topics that need to be addressed:
1. Use/shared use –how will it actually work? Physical infrastructure for use(s)
  2. Planning/zoning for use/shared use(s)
  3. Ownership and legal matters of transfer, partnerships for shared use. How will the site be secured when the restoration is finished next month?
  4. Long-term financial sustainability/ maintenance, need for a friends of organization?
  5. Costs: projected budget for use and ongoing maintenance
  6. Interpretation and tourism/ partnerships
- 9:35      Expert Panel Members will circulate among the various tables of stakeholders and resource people to assist and facilitate discussions
- Refreshments will be available throughout the morning; lunch will be available by 11:30 AM
- 11:30      All Participants/Stakeholders gather together in one group for additional comments, questions and answers
- Noon      Lunch will be served
- 1:15      Panel Members meet to review, digest and analyze the ideas and issues discussed by the Participants/Stakeholders and to formulate recommendations their presentation at 4:00 PM
- 4:00      **Expert Panel presentation in Mary C. Auditorium**  
This presentation will be open to the public and will provide an opportunity for a broader audience, as well as the Symposium's participants and stakeholders, to hear the Panel's initial recommendations, based on their experience and what the Symposium's participants identified as their aspirations for the Charnley-Norwood House's use.
- 5:15      The Symposium Adjourns and all are invited to visit the Charnley-Norwood House.

6:00                Informal closing dinner and tour at the Charnley-Norwood House , 509 East Beach Drive. The press will be invited.

**Attire for all events is casual!!!**

## **D. Biographies for Panel Members and Hosts**

## **Biographies of the Hosts and Panel Members for the Strategic Planning Symposium for the Charnley-Norwood House**

**Lolly Barnes** is the Executive Director of the Mississippi Heritage Trust. A native of Biloxi, Lolly has nearly twenty years of experience in historic preservation. After earning a B.A. in History from LSU and a M.A. in History from USM, Lolly returned home to work for the City of Biloxi, first in collections management for the city's museums and later as Historical Administrator. In this role, Lolly oversaw the restoration of several of Biloxi's most treasured historic landmarks, including the Saenger Theatre and the Biloxi Lighthouse.

After leaving the City of Biloxi in 2004, Lolly worked to develop a revitalization plan for the historic White House Hotel, which was placed on the Mississippi Heritage Trust's first "10 Most Endangered Historic Places in Mississippi" list in 1999. Following Hurricane Katrina, Lolly worked for the National Trust for Historic Preservation as Program Manager to advocate for the restoration of historic properties damaged in the storm. As a consultant, Lolly has worked with several organizations, including the Mississippi Department of Archives and History, Land Trust for the Mississippi Coastal Plain, Mississippi Main Street Association and the City of Pass Christian, on a variety of restoration and conservation projects.

In April 2013, Lolly was named Executive Director of the Mississippi Heritage Trust. Lolly has a long history of involvement with the organization, having served on the Board of Trustees from 2003 to 2010 and as President from 2008 to 2009. A former Fellow with the Knight Program in Community Building, Lolly is a member of the Peoples Heritage Foundation Board of Trustees and a commissioner for the Mississippi Gulf Coast National Heritage Area.

**Dr. Emily T. Cooperman** is an architectural and landscape historian and historic preservation consultant in practice for nearly twenty-five years. She completed her undergraduate degree at Amherst College and earned an M.S. in Historic Preservation and Ph.D. in the History of Art at the University of Pennsylvania. She currently serves as the principal of ARCH Historic Preservation Consulting and as a senior consultant for Preservation Design Partnership. Dr. Cooperman is the former director of historic preservation for the Cultural Resource Consulting Group and director of research for the Architectural Archives of the University of Pennsylvania. She was a founding principal of George E. Thomas Associates, Inc.

Dr. Cooperman has taught courses in art history, architectural history, and landscape history and historic preservation at the University of Pennsylvania, Bryn Mawr College, the Barnes Foundation and Philadelphia University, where she is currently an adjunct professor in the department of landscape architecture. Her published scholarship includes a reprint of William Birch's 1808 *Country Seats of the United States*, the second book of views to be published in the United States after Birch's views of Philadelphia in 1800, and a monograph on the artist, *William Birch: Picturing the American Scene* (with Lea Carson Sherk, 2010).

Since she served as executive director for Stenton, the 1730s National Historic Landmark former home of Pennsylvania Provincial Secretary James Logan, Dr. Cooperman has been engaged in the management and interpretation of public historic sites. She has continued to be engaged as a board member and consultant at a number of sites ranging in date from the early eighteenth through to the mid-twentieth century over the last twenty years.

In 2004, she began her work with Beth Sholom Synagogue (designed and built, 1953-1959) when she was engaged to author a National Historic Landmark Nomination, the only synagogue designed by the great American architect Frank Lloyd Wright and one of his key late works. Since the successful listing of the building as an NHL, Dr. Cooperman has continued to work with the Beth Sholom Synagogue Preservation Foundation, serving as project manager, grant author, and historian for a Getty Foundation-funded architectural conservation study, and as lead historian for the creation of a Visitor Center there, where engaging and content-rich interactive media address a variety of topics that include not only the history of the building and Frank Lloyd Wright's architecture, but also the history of American synagogue architecture up to the present (including Modern works by Erich Mendelsohn and Minoru Yamasaki).

**Donna Ann Harris** is the principal of Heritage Consulting Inc., a Philadelphia-based certified WBE consulting firm that works nationwide providing training, research, coaching and consulting services on historic preservation, audience development, volunteer management, heritage tourism, program planning and organizational development issues for historic sites and other heritage destinations.

Prior to starting her firm eight years ago, Ms. Harris was state coordinator for the Illinois Main Street program for two years and the manager of the Illinois suburban Main Street program for four years. During her tenure as State coordinator, Ms. Harris served 56 Illinois Main Street communities, led a staff of 12 and managed a budget of over a million dollars.

Prior to her Main Street career, Ms. Harris spent 15 years as an executive director of three start-up and two mature historic preservation organizations. In these positions in New Jersey, Pennsylvania and Illinois, she began membership drives, lead strategic planning efforts, public relations and a capital campaign, raised more than \$3.75 million in grants, managed staffs ranging in size from two to eight, and was responsible for organizational, project and endowment budgets of up to \$2.6 million.

As a preservation planner with more than 30 years of professional experience, Ms. Harris has assisted citizen groups and government agencies to identify appropriate reuses for threatened historic properties that ensure the long-term preservation and maintenance of the site. In the past eight years, Ms. Harris has been speaking about and consulting with historic house museums around the country about alternative uses and stewardship responsibilities. AltaMira Press published her book *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses* in 2007.

Ms. Harris has published articles about reuse of historic house museums in *History News*, the quarterly magazine of the American Association for State and Local History and *Forum Journal*, the quarterly journal of the National Trust for Historic Preservation. In the past eight years, Ms. Harris has spoken at more than 36 national, regional and statewide conferences about her house museum research. In 2011, Heritage Consulting Inc. won the prestigious Grand Jury Award from the Preservation Alliance for Greater Philadelphia for its yearlong project, the Delaware County (PA) Public History Feasibility Study and Implementation Plan.

Ms. Harris earned a Master of Science degree in Historic Preservation from Columbia University in New York City, and a Master of Public Administration degree from the Fels Center of Government at the University of Pennsylvania in Philadelphia. She holds a BA in both American Studies and Art History from the State University of New York at Albany.

**Kenneth H. P'Pool** was born and reared in Nashville, Tennessee, received a BA in biology from David Lipscomb College in Nashville, and earned his MA in Historic Preservation Studies from Middle Tennessee State University in Murfreesboro. P'Pool's work in historic preservation began as a Curator at Travellers' Rest Plantation Museum in Nashville, but most of his professional career has been with the Mississippi Department of Archives and History, where at various times he has managed a field office in Columbus, served as chief architectural historian, and director of the Department's Historic Preservation Division. Presently P'Pool serves as Deputy State Historic Preservation Officer for Mississippi. Since August 2005, nearly 100% of his time has been devoted toward managing a \$30 million program to restore historic properties damaged by Hurricane Katrina.

P'Pool served five terms on the Board of Directors and as chair of various committees for the National Conference of State Historic Preservation Officers and was chairman of the Natchez National Historical Park Advisory Commission. He is a board member of the Mississippi Heritage Trust, the Billups-Garth Foundation and the Mississippi Main Street Association, and has been an instructor for the Governor's School for gifted students as well as for numerous elderhostel programs. P'Pool has been listed in *Outstanding Young Men of America*, *Who's Who in American Education*, and *Who's Who in Public Administration* and was a recipient of the Jefferson Davis Historic Gold Medal for his research, writing and preservation of Southern history and architecture. He is married to the former Peggy Anne Stout, and much of their spare time is spent working with a prison ministry at the Hinds County (Mississippi) Detention Center.

**John G. Thorpe** is a restoration architect whose firm in Oak Park specializes in historically and architecturally significant properties. He has served as restoration architect, master planner and consultant on over 200 historic structures. Included are a number of landmarks in various styles from the late 1800s, some 60 buildings designed by Frank Lloyd Wright and some 60 more by other architects working in the Prairie Style – Walter Burley Griffin, Barry Byrne, John Van Bergen, William Drummond, Charles White, George W. Maher, Purcell and Elmslie, Tallmadge and Watson, Spencer and Powers, Harry Robinson and E. E. Roberts.

To date the firm has received 45 national, state and local awards for its restoration and preservation projects.

Mr. Thorpe has also volunteered his professional skills generously to a number of organizations committed to the preservation of Wright and other historic properties. He currently serves as Vice President and Advocacy Committee Co-Chair of the national advocacy non-profit Frank Lloyd Wright Building Conservancy, where he co-chairs the Advocacy Committee. He also serves on the board, program and restoration committees of the Pleasant Home Foundation in Oak Park. A founding board member and past president of the Frank Lloyd Wright Home and Studio Foundation in Oak Park, Mr. Thorpe served for twelve years in charge of its \$4 million restoration program and co-authored both its Master Plan and its Tour Guidebook. In 1997, he rejoined the board of the Home and Studio, by then renamed the Frank Lloyd Wright Preservation Trust; to chair the Restoration Committee again as it began an \$11 million program on the Wright masterwork Frederick Robie House on the campus of the University of Chicago. He previously served on the boards of the Chicago Architecture Foundation at Glessner House, Landmarks Illinois and the Unity Temple Restoration Foundation, leading the restoration of that Wright masterwork for eight years. From 1986 until 1992, he was a member of the Oak Park Historic Preservation Commission. Thorpe later served on the board of the Oak Park Area Convention and Visitors Bureau.

In recognition of his years of professional and volunteer work to date, Mr. Thorpe was named a Distinguished Illinois Preservationist, the highest award in the state, presented by Landmarks Illinois.

Mr. Thorpe received his Master of Architecture from the University of California at Berkeley and his Bachelor of Architecture from the University of Illinois at Urbana. Prior to opening his own office in 1984, he was employed in the Chicago, Washington D.C. and Algiers offices of Skidmore, Owings & Merrill and the Perkins and Will Partnership.

**Kenneth C. Turino** is Manager of Community Engagement and Exhibitions at Historic New England, the largest regional heritage organization in America. Historic New England oversees 36 historic sites ranging from the oldest house in New Hampshire, the c. 1644 Jackson House in Portsmouth to the modernist masterpiece, The Walter Gropius House in Lincoln, Massachusetts. Mr. Turino oversees Historic New England's community engagement programs throughout all six New England states and the organizations traveling exhibition program. He created and directs the Program in New England Studies, an intensive one-week course of study on New England architecture and material culture. Before coming to Historic New England, Ken was Executive Director of the Lynn Museum, in Lynn, Massachusetts. Prior to this, he was the Assistant Director at the Lyceum in Old Town Alexandria, Virginia. He has worked at a number of historic houses including the Paul Revere House in Boston and is a Trustee of the Fogg Rollins House in Exeter, New Hampshire, which became Historic New England's 81<sup>st</sup> house in its Stewardship Program. He holds a Masters of Arts in Museum

Education, from George Washington University and is an adjunct professor in the Tufts University Museum Studies Program where he teaches courses on exhibition development and revitalizing historic house museums. For this year's historic house class Mr. Turino and his students are developing plans for the future use of the Kennedy Compound in Hyannis Massachusetts. Mr. Turino consults regularly with historic sites and speaks on alternative uses for historic houses. Publications include, "America Doesn't Need Another House Museum (And What about Collections?)" In *History News*, Spring 2009 and with Carol Stapp, "Does America Need Another House Museum" in *History News*, Summer 2004. He also chairs the American Association for State and Local History's Leadership in History Awards Program and sits on AASLH's Historic House Committee.



**E. List of participants for the Strategic Planning Symposium for the Charnley-Norwood House**

## **Attendees for the Strategic Planning Symposium for the Charnley-Norwood House**

### Mississippi Department of Archives and History

- Mike Lanford, deputy attorney general/Mississippi Department of Archives and History (MDAH)
- Larry Albert, Albert and Associates Architects (project architect for restoration of Charnley-Norwood House )
- Ken P'Pool, Deputy State Historic Preservation Officer
- Ron Miller, director, Gulf Coast Office
- Jeff Rosenberg, associate director, Gulf Coast Office
- Amanda Lyons, historian

### Expert Panel

- Donna Ann Harris, Heritage Consulting, Inc.
- Dr. Emily T. Cooperman, ARCH Historic Preservation Consulting
- John G. Thorpe, John Garrett Thorpe and Associates Architects
- Kenneth C. Turino, Manager of Community Engagement & Exhibitions, Historic New England

### City of Ocean Springs

- Mayor Connie Moran
- Betty Magee, Director, Ocean Springs Museum of History
- Pat Pinson, Commissioner, Ocean Springs Museum of History
- Cynthia Dobbs Sutton, Events & Public Relations Manager, Ocean Springs Chamber of Commerce
- Paige Riley, Ocean Springs Chamber of Commerce

### Department of Marine Resources

- Melanie Lane, Projects Officer
- Jennifer Wagner, Projects Officer
- Joe Jewel, Coastal Management & Planning Director
- Joseph Runnels, attorney for DMR

### Mississippi State University, School of Architecture

- Michael Berk, director, School of Architecture, Mississippi State University (MSU)
- Michael Fazio, professor emeritus, School of Architecture, MSU
- David Perks, director, Gulf Coast Community Design Studio, MSU

United States Department of the Interior, Fish and Wildlife Service,

- Kristin Smith, State Liaison, Coastal Impact Assist. Program

National Park Service

- Dan Brown, Superintendent, Gulf Islands National Seashore
- K. Lynn Berry, Program Manager, National Heritage Area Program., South East Region

Frank Lloyd Wright Preservation Trust

- Dr. Lawrence Stewart, Board member

Mississippi Heritage Trust

- Lolly Barnes, Executive Director
- Susan McClamroch, Museum Consultant
- Susan Ruddiman, MHT
- Martha Duvall, member, board of directors, MHT

**F. List of Documents appearing on the accompanying CD**

## **List of Documents appearing on the accompanying CD**

1. Charnley-Norwood Panel Presentation PowerPoint presentation
2. Endowment Calculations from Historic New England
3. Frank Lloyd Wright Historic House Museum from Residences list
4. Frank Lloyd Wright Master list of properties open to public 2013
5. #1 Sample Historic House Museum Budgets from Historic New England
6. #2 Sample Historic House Museum Budgets from Historic New England
7. Sample budget temporary interpretive Panel
8. Sample of temporary interpretive Panel
9. 4 historic photos—site plan and sketch plan of Sullivan and Charnley Houses
10. An ideal historic house museum web site
11. Membership pyramid and campaign results
12. “Make More Money from Members” feature article from *Main Street News*
13. Sample Benefits for Sponsors

## **G. Report Credits**

## Credits

Donna Ann Harris compiled and wrote this Summary Report from the Charnley-Norwood House Strategic Planning Symposium from notes taken by Amanda Lyons and Susan McClamroch. All of the Strategic Planning Symposium Panel Members Dr. Emily Cooperman, John Thorpe and Ken Turino reviewed and edited this report. All Panel Members provided additional writing and sample documents, budgets, photos and designs that appear on the accompanying CD, making this report richer and more useful.

Donna Ann Harris is the principal of Heritage Consulting Inc., a Philadelphia-based consulting firm that works nationwide in three practice areas: downtown and commercial district revitalization, historic preservation and nonprofit organizational development.

Prior to starting her firm eight years ago, Ms. Harris was state coordinator for the Illinois Main Street program for two years and the manager of the Illinois suburban Main Street program for four years. During her tenure as State coordinator, Ms. Harris served 56 Illinois Main Street communities, led a staff of 12 and managed a budget of over a million dollars.

Prior to her Main Street career, Ms. Harris spent 15 years as an executive director of three start-up and two mature historic preservation organizations. In these positions in New Jersey, Pennsylvania and Illinois, she began membership drives, lead strategic planning efforts, public relations and a capital campaign, raised more than \$3.75 million in grants, managed staffs ranging in size from two to eight, and was responsible for organizational, project and endowment budgets of up to \$2.6 million.

As a preservation planner with more than 25 years of professional experience, Ms. Harris has assisted citizen groups and government agencies to identify appropriate reuses for threatened historic properties that ensure the long-term preservation and maintenance of the site. In the past four years, Ms. Harris has been speaking about and consulting with historic house museums around the country about alternative uses and stewardship responsibilities. AltaMira Press published her book *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses* in 2007.

Ms. Harris has published articles about reuse of historic house museums in *History News*, the quarterly magazine of the American Association for State and Local History and *Forum Journal*, the quarterly journal of the National Trust for Historic Preservation. In the past six years, Ms. Harris has spoken at more than 35 national, regional and statewide conferences about her house museum research.

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