



**MARYLAND STATE HOUSE**

# **VISITOR EXPERIENCE MASTER PLAN**

**C&G PARTNERS  
MARCH 21, 2007**

## **MARYLAND STATE HOUSE**

# **VISITOR EXPERIENCE MASTER PLAN**

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**MARCH 21, 2007**  
**C&G PARTNERS, LLC**

# LETTER OF INTRODUCTION

Dr. Edward C. Papenfuse,  
State Archivist and Commissioner  
of Land Patents  
Maryland State Archives  
350 Rowe Boulevard  
Annapolis, MD 21401

March 21, 2007

Dear Dr. Papenfuse,

On behalf of the C&G Partners team, I am pleased to submit our Visitor Experience Master Plan for the Maryland State House, which has been created in collaboration with you and your staff, and with the input of the many stakeholders of the Maryland State House.

We have brought our own history to bear on the challenges you gave us, including past work in museums, historic sites, signage initiatives, interactives, non-profit branding programs, and tour concepts for working facilities.

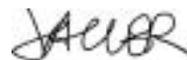
As you requested, this report provides a road map for the reinterpretation of the State House, including improvements in wayfinding, visitor and crowd management, exhibition design and use of spaces. The report includes estimates of cost for the proposed refurbishment and redesign of signage, exhibitions and interpretive rooms, and it calls for projects that include planning, writing, design, and installation of

new exhibits in the State House, an orientation film and other interactive and interpretive components.

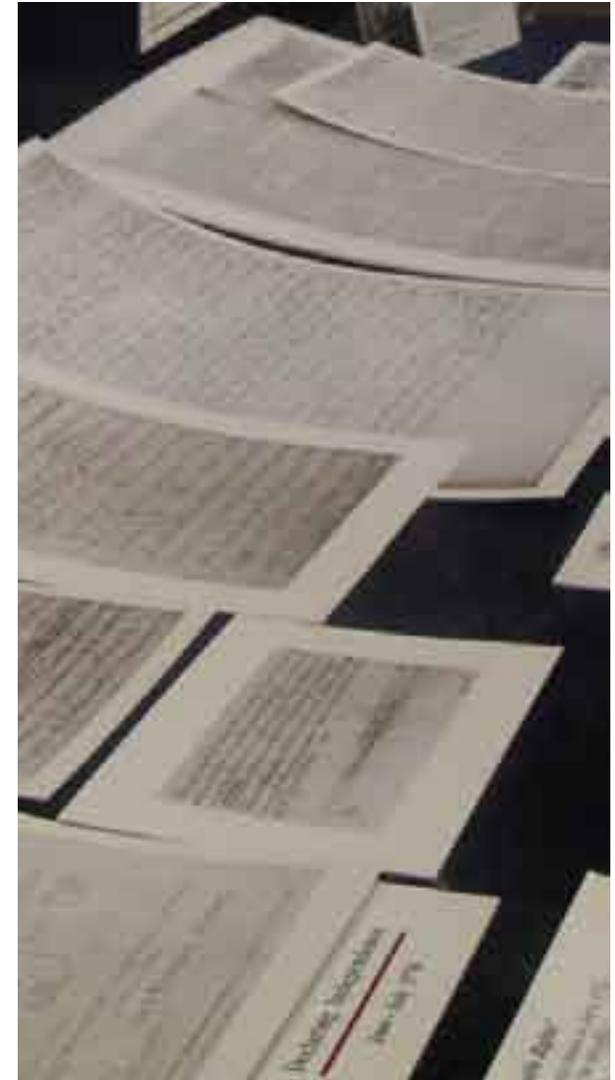
We have given much thought to the issues of crowding and the creation of additional on-line content, and we have a proposal for individually-guided audio tours to provide people with in-depth interpretation of the building, its history and its artwork.

It has been an honor to work with you and your dedicated staff at the Archives, and to hear from so many different stakeholders involved in this important place, the State House. We believe that the Master Plan that you initiated will build on the excellent assets of Annapolis, the State House, and the history that permeates both, and elevate the visitor experience to a new standard of quality.

Sincerely,  
Jonathan Alger



Partner  
C&G Partners



# AUTHORS

## **MASTER PLANNING FIRM OVERVIEW:**

C&G Partners creates identities, exhibitions, print graphics, signage, interactive projects, and environments that communicate valuable ideas for clients of all kinds.

C&G Partners was founded by Steff Geissbuhler, Keith Helmetag, Jonathan Alger and Emanuela Frigerio. As designers whose ideals are rooted in clarity, simplicity and universality, the partners' cumulative history includes the creation of some of the world's most recognizable experiences, images, spaces and icons. Recently, they have completed major projects for Griffith Observatory, Nasdaq, The Federal Reserve Bank, National Parks of New York Harbor, Hearst, Voice of America, New York University and the National Oceanographic & Atmospheric Administration. Currently, the firm is working with the World Trade Center Memorial Foundation, Bank of America, the New York Yankees, Calamos Investments, Vornado, the Signature Theatre Company and American Express, to name a few.

## **TEAM MEMBERS:**

Jonathan Alger, Partner-in-charge  
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# BACKGROUND

## OVERVIEW

The Maryland State House is one of the most historic buildings in Maryland. It was one of the first buildings in America to be declared a National Historic Landmark. As many as 200,000 visitors come to the State House every year, including many groups of school children. The exhibits in the State House are more than 20 years old and are in need of updating. The signage is confusing and the “wayfinding” experience for visitors is difficult. The requirement to turn the State House into a first rate tourist attraction is complicated by the fact that the State House is not only a historic destination, but simultaneously a working office building that houses the offices of the governor, the Lt. governor, the speaker of the House of Delegates and the president of the Senate and their staffs. Crowding and noise are recurrent problems which detract from the work environment, as well as from the visitor experience.

## A SYMBOL OF MARYLAND

The Maryland State House is a genuine national treasure. Its unique dome has stood as a symbol of Maryland government and its people for more than 200 years. It is the most recognized structure in the State. The historic events that took place within its walls were pivotal in the formation of the new nation as it struggled to gain its independence and then to form a new government. The Maryland State House is now in its 228th year of continuous use as the seat of both the executive and legislative branches of state government and is the oldest state house still in continuous legislative use.

## A NATIONAL HISTORIC LANDMARK

In recognition of its historic role in our nation’s history, the Maryland State House was designated a National Historic Landmark in 1960 by the National Park Service. According to the NPS: “National Historic Landmarks are exceptional places. They form a common bond between all Americans. While there are many historic places across the nation, only a small number have meaning to all Americans—these we call our National Historic Landmarks.” The Maryland State House was among the first properties in the nation to receive such designation and was awarded it on the same day, December 19, 1960, as such revered landmarks as Mount Vernon and Monticello.

## BACKGROUND (CONTINUED)

### A KEY ROLE IN HISTORY

In addition to its central role in Maryland state history, the State House has also played an important part in the early years of our national history. In 1783–84, it was the capitol of the United States and is the only state house to have had that distinction. On December 23, 1783, General George Washington appeared before the Continental Congress, meeting in the Old Senate Chamber, to resign his commission as commander-in-chief of the Continental Army, a truly pivotal event in the development of the American system of government. Two weeks later, the Continental Congress, still meeting in the Old Senate Chamber, ratified the Treaty of Paris, officially ending the Revolutionary War.

### ARTWORK IN THE STATE HOUSE

In addition to being one of the most historically important buildings in the United States, the State House is also home to paintings of great artistic and historical importance, many of them by one of the foremost colonial painters, Charles Willson Peale. The painting of *Washington, Lafayette and Tilghman at Yorktown* in the Old Senate Chamber is one of the most iconic images of the Revolutionary War era and is world famous. The Thomas Sully portrait of Charles Carroll of Carrollton, one of Maryland's four signers of the Declaration of Independence and the only Roman Catholic signer, in the new Senate Chamber is considered one of the finest state portraits in the nation. The huge painting *Washington Resigning* that hangs in the grand staircase of the State House is a widely published image of one of the central events in the formation of our nation. All of the works of art, as well as the historic furniture in the building, are

part of the state-owned art collection that is managed by the Maryland Commission on Artistic Property of the Maryland State Archives. The collection, much of which is on display throughout the Annapolis complex, dates back to the 1700s and is integral to the interpretation of the State House and immeasurably enhances its historic importance.

# WHAT IS A MASTER PLAN ?

A master plan is the long-term outline for a substantive, complex project. The work of a master plan combines intensive discussion and thought with a wide-ranging, exploratory design process. It describes a final vision that is then accomplished step by step over time by defining, planning and implementing a sequence of interrelated tasks. It aligns all those tasks with one overarching purpose.

Though it is not a detailed concept design for any one specific task, it can illustrate what the positive results might be like. This helps all of the people involved to have a confident, shared sense of the outcome.

A master plan shows what the completed project will be, once all the tasks are complete, and also leaves the possibility that some tasks may not be able to be done. Typically, some method of phasing, scheduling or priority-setting can then be used on the individual tasks or sub-projects.

At C&G Partners, we prefer our master plan results to be as specific, visual, appropriate and interesting as possible, so that engaged, purposeful work can begin soon after.

# PURPOSE AND GOALS

## PURPOSE

- Re-imagine the overall visitor experience
- Propose the design for historical exhibits that engage the visitor in four centuries of State House history
- Maintain the architectural integrity and stately dignity of this historic public building
- Provide the template for implementation beginning Fiscal Year 2008

## GOALS

- Identify themes and redesign historical exhibits that encompass four centuries of history
- Integrate the display of Washington's resignation speech into the new exhibits
- Make the Old Senate Chamber more accessible to visitors
- Coordinate the new exhibits with the design and content of the re-created 19th century Old House of Delegates Chamber
- Interpret the State House as it is used today
- Develop crowd control ideas for public and school tours
- Propose audio tours and online content
- Locate and improve the function of Visitors' Center
- Integrate the Old Treasury Building into the visitor experience



SECTION 1:

# ANALYSIS

- EXISTING CONDITIONS
- DISCUSSION OF TOURISM

## SECTION 1:

# ANALYSIS

There is a great deal of support, even love, for this building. While the State House has many positives, it unfortunately also has many negatives. The time has come to correct the balance.

The State House is a working government office building. It is also a historic visitor destination. In both roles, it is the first impression many visitors have of Maryland and its government. Visitors today have very high expectations, and while the State House satisfies some, others are not met. Many experiences in the State House are not up to par, and visitors have other places they could visit.

School children come to the building in large numbers, but they may not continue if it is not made easier to use and more relevant. It deserves to be the premier school tour venue in the State, accessible, open and integral to student learning.

Places like other state houses in other states, Mount Vernon and other destinations, are all improving their facilities now. It is time this State House did the same.

# EXISTING CONDITIONS



## LEFT TO RIGHT, TOP TO BOTTOM:

Old Treasury Building, House of Delegates Chamber, USS Maryland Silver Service Display, Tiffany Ceiling Skylight, State House Grounds



## POSITIVES

In brief, we confirmed that the State House is well-loved locally and is central to Annapolis. All local tour organizations and many schools in Maryland make it a regular stop. It is a symbol of the State. And after even one visit, it was very clear to us that it is a strong destination with great potential, both in terms of the experience and in terms of the important historic events that have taken place here.

The exterior spaces of the State House are wonderful, charming and authentic in all seasons.

The first floor (main visitor area) is a unique and excellent architectural space. Materials and details are exceptional and the building itself is at its best as an experience here.

## EXISTING CONDITIONS (CONTINUED)



### NEGATIVES

For people who are not aware of the State House before coming to Annapolis, it is neither easy to find by car or on foot, nor is it easy to enter once you arrive. The State House does not look very much like the historic tourist attraction it is: it looks far more like only a working State House. We noted repeatedly that the ground floor experience would benefit from improvements, and that while the exhibitions upstairs are surprisingly durable given their initial installation a generation ago, they would also benefit from the application of advances in exhibition thinking since that time.

The outdoor paths are not accessible to many visitors, and access to the building in bad weather and during peak season is challenging. Exterior identification signage is dated in style.

The ground floor is a serious disconnect between the promise of the exterior and the offering on the first floor (the main floor upstairs). The vestibule entry is utilitarian and industrial, the security provisions are non-ideal, and the space is cluttered and disorienting for any visitor. Many people come this way, not just tourists, and the experience needs improving. During peak times, this space is overcrowded.

Overall, no overarching thematic organization is evident. Orienting features will help during crowded times.



### LEFT TO RIGHT, TOP TO BOTTOM:

Walkway on State House Grounds, Visitors' Entrance, Existing Exhibits, Blocked Entry, Visitors' Research Computers



# DISCUSSION OF TOURISM

## **TOURISM IS CHANGING**

New patterns of visitation offer an opportunity for the State House to become an even more solid and prominent part of the experience of Annapolis and of Maryland. During the course of this master plan study project, we had the opportunity to speak formally and informally with a wide range of different representatives of state government, local volunteers, local businesspeople and others. In the course of these discussions, we confirmed anecdotally that patterns of visitation are changing in Annapolis. In short, there seems to be an overall decrease in tourists and school groups coming to the city, and an increase in seasonal or full-time residents.

We learned this primarily from interviews with local tour operators; exact records are not kept for the State House proper yet, partly because so many different parties manage visitor programs there. The local tour businesses depend on package deals with inbound day-trippers and student groups. There used to be three such companies; two merged recently due to lack of customers, leaving two total.

## **WHY?**

Without a more extensive study, we cannot determine where visitors may be going instead, but we do have a few hints. We have heard that there are appealing new museum-like venues in Baltimore that better satisfy certain school curriculum needs, such as the Reginald F. Lewis Museum of Maryland African American History on East Pratt Street in Baltimore. Also, some believe that 9/11 had a major and perhaps lasting influence on visitation to Maryland overall.

## **WHAT THIS MEANS**

We believe that while this trend may threaten certain businesses, it does not necessarily bode poorly for the State House. The increase in seasonal, second-home and semi-retired residents may provide a new audience and support group, and there is as yet no direct proof that visits to the State House themselves are declining. In fact, one main reason for this study to begin with is the unabating crowding problem in the building in the early part of each year. Finally, even if this did mean slightly fewer visitors to the State House, such a trend would not necessarily even be a bad thing per se. Regardless of the way you look at it, we think that now is the time to take action to improve the State House for all future visitors.

The background of the entire page is a close-up, slightly angled photograph of the American flag. The stars and stripes are clearly visible, with the blue field of stars on the left and the red and white stripes on the right. The flag appears to be hanging from a pole, with some folds and shadows visible.

SECTION 2

# BRANDING

## SECTION 2

# BRANDING

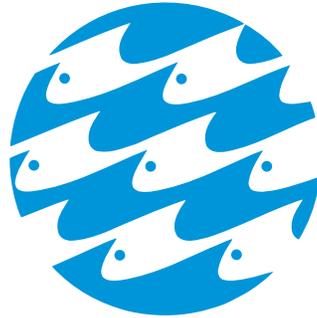
Today's visitors expect good branding. We believe the State House needs a strong brand (a logo and visual identity system) to compete. Visitors will see your logo on brochures and websites before they see anything else. Then they look at your website, and decide whether to come at all. This Master Plan represents a rare moment, when a whole series of projects are being considered for execution over time to eventually completely re-invent the visitor experience at the State House. Because of this, any ideas or initiatives that all these projects will have in common can have impact you can't otherwise get. We believe that the overall branding of the place needs to be one of the first projects you undertake. Consistency is very hard to achieve unless one starts from scratch, which you are in this case.

Consider everything you do from now on, whether a banner, a website, an exhibit or a future component not yet invented, to be a "blank canvas" on which a new branding system can play out.

# EXAMPLES OF SUCCESSFUL BRANDING



Smithsonian  
Institution



**MoMA**



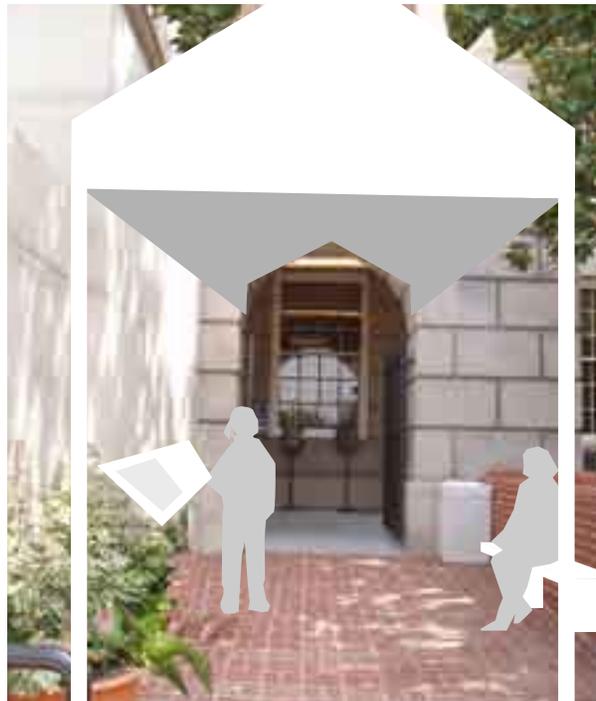
## **A BRAND OF ITS OWN**

The State House would benefit greatly from a brand of its own. The logos shown here are all parts of branding projects we have been involved in creating, all of them projects for cultural institutions of various kinds. All organizations today benefit from strong visual brand strategy, whether corporations or governments. A logo is only the simplest, most visible part of a branding system, but is also the most memorable. A logo for the State House would help it strengthen its presence in Annapolis, and in Maryland.

# BRANDING

These three images simply show the potential of a single branding concept to knit all the elements of your project together. All the “blank” areas here represent designs that have not been done.

If done correctly, they can all be done as part of a consistent, elegant, compelling graphic language that has been invented in advance and carefully followed.



We do not invent the branding system here, because that is a major effort of its own, but we do believe that it should be one of the very first things you do, in order to ensure long-term success.

## SECTION 3

# WEBSITE

- WEBSITE IMPROVEMENTS
- SITE MAP
- CONCEPTS/CONTENT

## SECTION 3

# WEBSITE

We believe it is a must to update the existing website. For many, if not most, visitors today, planning starts not when they are at your front door, but before they have left their homes or classrooms. A modern, appealing, multifunctional website is a basic expectation of today's cultural tourist. It is used to plan visits, to confirm that going is a good idea, to make arrangements online, to get directions, to print out supplementary materials or coupons for shopping, and a host of other things.

The State House does have a website today, though it is not where one might expect—it is not at **[www.marylandstatehouse.org](http://www.marylandstatehouse.org)**. It is primarily informative and could easily be updated to simply be more appealing to today's modern visitor. With a little more effort, the site could be amplified and augmented to contain additional media and interactive features to make a visit to the State House and to Annapolis even more likely. And with a bit more commitment than that, the website could be linked in to the existing database of the Archives to make a visit a truly interactive experience of all that the State House and the Archives might have to offer.

# WEBSITE IMPROVEMENTS



**NEW WEBSITE STRUCTURE AND DESIGN**  
We propose a new website architecture and design (left) that would replace the existing (above). The new site would have stronger branding, use modern web techniques, and would have clear navigation to important sections beyond. A single, appealing image would be programmed to change with the seasons, and a rotating series of a-la-carte “modules” that link to content would pull visitors to different featured pages and virtual exhibits inside.

On the next pages, an enlarged view of the proposed new home page, and a sketch of the seasonal idea.

# Maryland State House

VISITOR INFORMATION

HISTORY

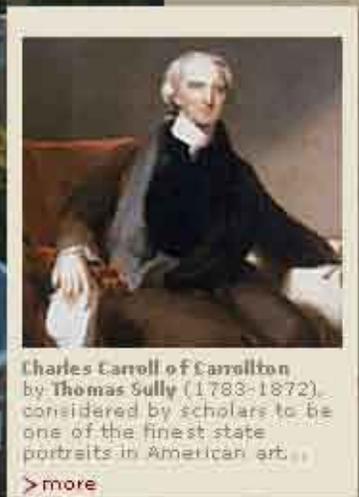
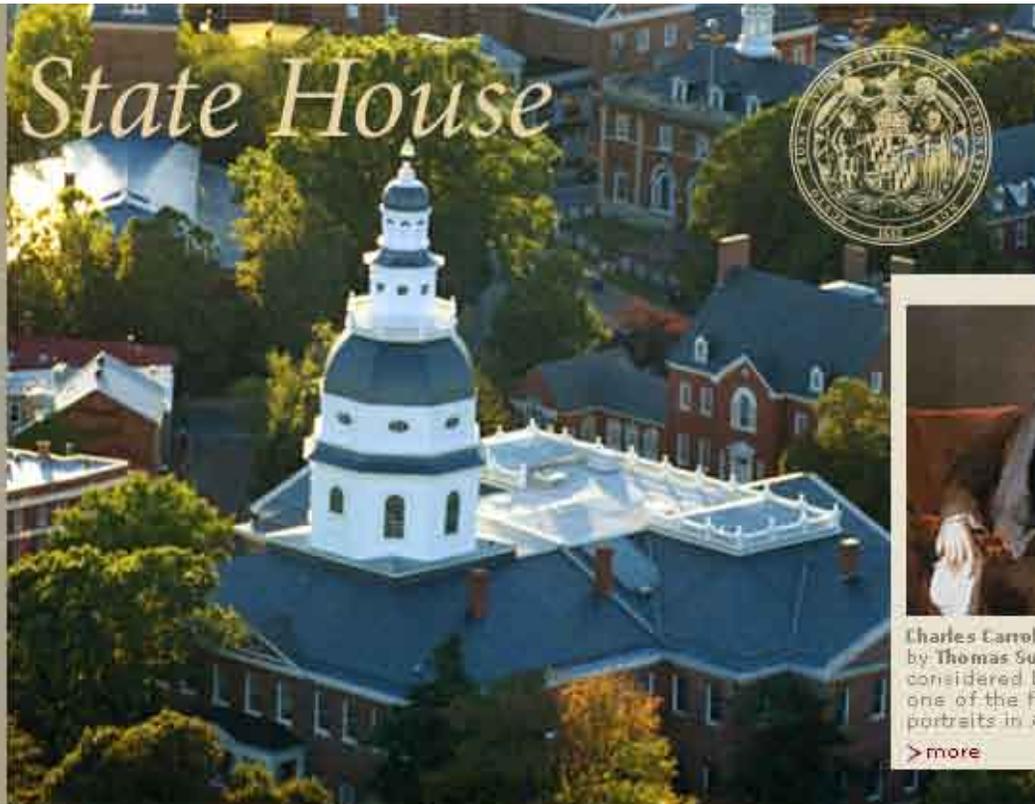
ART & ARCHITECTURE

ONLINE EXHIBITS

EDUCATIONAL MATERIALS

RESOURCES

Welcome to the new online home for the Maryland State House! Explore the website to see what's fresh at the oldest working state house in the country.



Charles Carroll of Carrollton by Thomas Sully (1783-1872), considered by scholars to be one of the finest state portraits in American art.

[> more](#)

## NEW: OPEN TO THE PUBLIC

After a year of renovations, the restored Old House of Delegates Chamber is open to the public! Come and experience an amazing new historic space in Annapolis.

[> more](#)

## A MOMENT IN HISTORY...

### December 23

On this day in 1783, George Washington gave a speech at the State House that would ensure democracy in America. See the actual document he read from on that fateful day, in high resolution detail.

[> more](#)

## TAKE A TOUR

Take a virtual tour of the State House, room by room, and see some of the finest examples of early American art.

[> more](#)

# Maryland State House





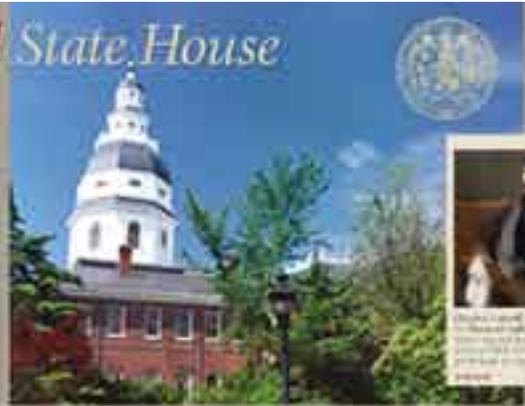
**NEW OPEN TO THE PUBLIC**  
After a year of renovation and modernization, the Maryland State House is now open to the public. The new design features a modern, open-plan layout with a new lobby, a new auditorium, and a new exhibit space.

**A HISTORY OF HISTORY**  
The Maryland State House is a historic landmark and a symbol of the state's rich heritage. It has served as the seat of government for over 200 years and is a testament to the state's enduring legacy.

**TAKE A TOUR**  
Experience the history and architecture of the Maryland State House. Our guided tours provide a comprehensive overview of the building's history and the state's government.

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# Maryland State House

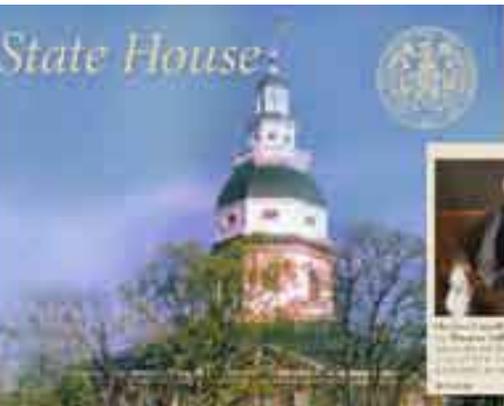

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# Maryland State House

Art Room by Room > The Blue Room



**CHARLES CARROLL OF CARROLLTON (1737-1835)**  
**THOMAS SULLY (1783-1872)**  
 OIL ON CANVAS, 1834  
 74 x 56"  
 MMA AC 1945-1214

In January 1833, the Maryland Legislature formed a joint committee to "devise some suitable tribute of respect to the memory of the venerated Charles Carroll," the distinguished former Senator and eldest living Signer of the Declaration of Independence, who died at his home in Baltimore two months earlier at the age of ninety-five.

The Committee engaged the services of artist Thomas Sully to paint a full-length portrait of Carroll to be hung in the Maryland State House. Sully began his commission in October 1833, basing his work on preliminary sketches for the portrait he was painting for Carroll's granddaughter Henriette and her husband the Marquess of Wellesley. These studies were made in 1826 and 1827, when Carroll's advanced age made him unable to sit for long periods of time. As a result, Sully made several studies of his subject's head and body based on at least one sitting. Carroll is shown sitting in an upholstered armchair at a cloth-covered table, with a simplified background indicating a paneled wall. Carroll's aged face, surrounded by white hair and beard, is strikingly set atop his darkly clad figure. The elegant figure is further enhanced by Sully's inclusion of the space above Carroll's head, as if the subject has just sat down at the desk which is cast in light against the shadowed background.

Sully's monumental screen, considered by scholars to be one of the finest state portraits in American art, has been displayed in the Maryland State House since its delivery in 1834. There, it has fulfilled the goal of the Maryland Legislature in creating a memorial to Carroll that would "permanently indicate to posterity a noble model of public spirit...and keep alive to future ages of the republic the image of a useful life and a glorious example..."

< PREVIOUS > NEXT >

RELATED ITEMS



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## VIRTUAL GALLERIES

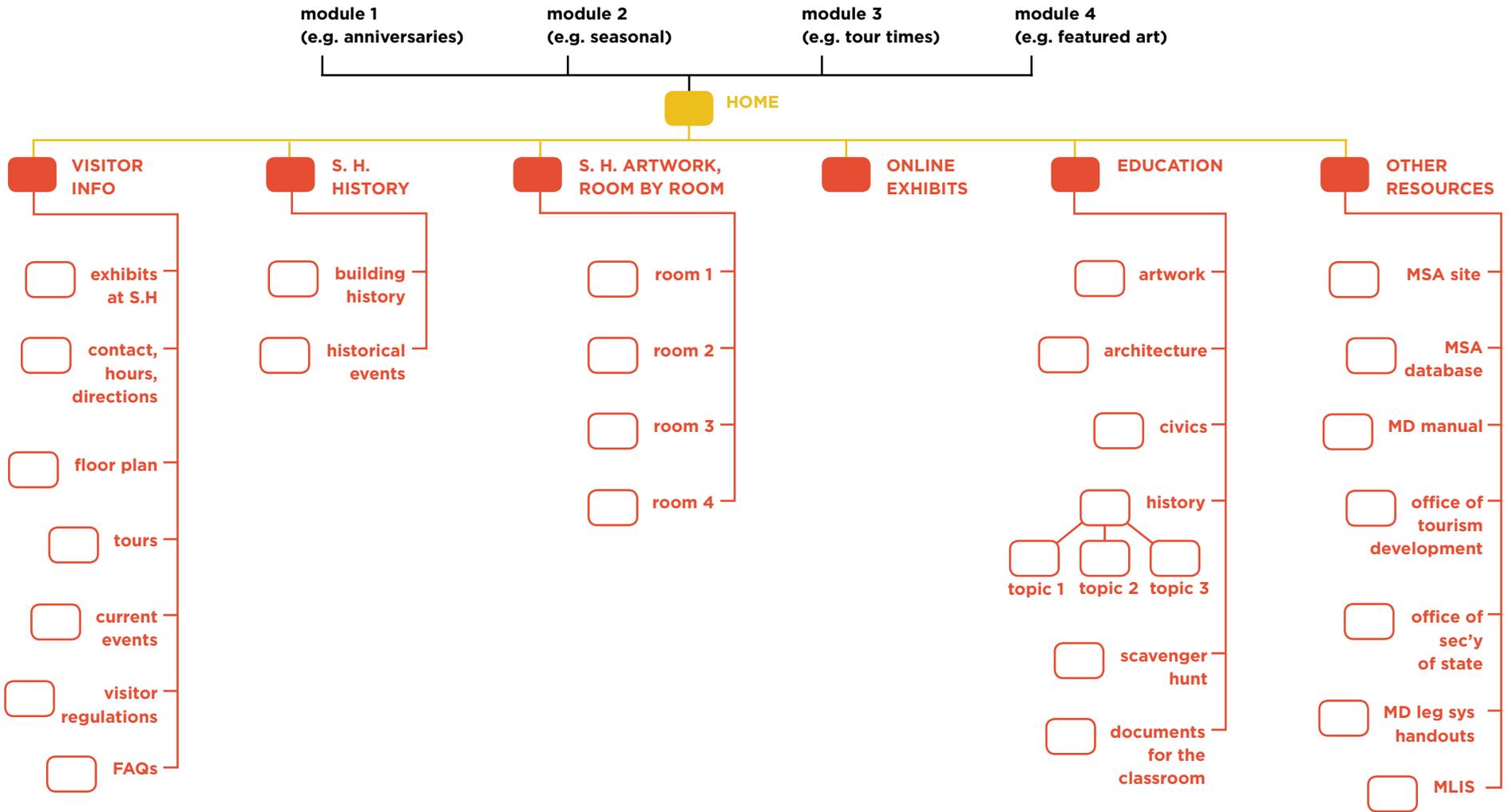
The State House contains a number of remarkable objects, spaces and artworks that would be worth showing more compellingly online. These could be organized by type, room or date, and the website would create “galleries on the fly” depending on the interests of the visitors. This would also be an ideal way to get more of the related content in the Archives in front of the public. Additional documents, images and other media could be included in the State House’s virtual galleries, along with links to further study in the Archives itself.

Various systems exist that could better connect the State House website with the Archives database. Of all of them, we would most recommend the systems invented by Gallery Systems, who provide technology to many of the leading museums and archives in the United States.

To the left, we have designed a sample interior page of the proposed new website that shows how visitors can navigate to individual objects and artworks, seeing and calling up related pieces as they browse the collection.

On the next page you will see a draft site map for the website.

# SITE MAP



# CONCEPTS/CONTENT

## **ALREADY ON LINE**

Overview of State House: its history, artwork, and important events

## **TEACHING MATERIALS FOR 4TH AND 5TH GRADE TEACHERS STUDYING MARYLAND HISTORY**

- Where is the State House? Annapolis the capital of Maryland
- What is the State House? The seat of Maryland government and where laws are made
- What is in the State House?
- Who is in the State House? Governor, Lt. governor, and General Assembly
- Field Trip section for teachers bringing students to State House and Annapolis

## **TEACHING MATERIALS FOR HIGH SCHOOL STUDENTS**

- Civics: how the General Assembly is organized and bills are passed
- History
- Annapolis the capital of Maryland
- Annapolis the capital of the US and Congress at Annapolis
- George Washington's resignation
- The ratification of the Treaty of Paris
- Maryland and the U.S. Constitution
- Annapolis Convention
- Ratification of the U.S. Constitution
- Artwork in the State House
- Architecture of the State House
- Principles of Georgian architecture
- The Dome
- The evolution of the State House over time

## **LINKS TO OTHER SITES**

- Maryland State Archives
- Education & Outreach
- Maryland Manual On-line
- Maryland At a Glance
- Office of Tourism Development
- The Kids Room
- Office of the Secretary of State
- Maryland Kids Page

## **OTHER MATERIALS TO SEE/CONSIDER**

- Maryland Department of Legislative Services handouts
- New York State Capital Tour Program Resource Kit

## SECTION 4

# OUTSIDE

- FESTIVE BANNERS ON STATE CIRCLE
- LANDSCAPE INTERPRETATION
- DIRECTIONAL SIGNAGE



## SECTION 4

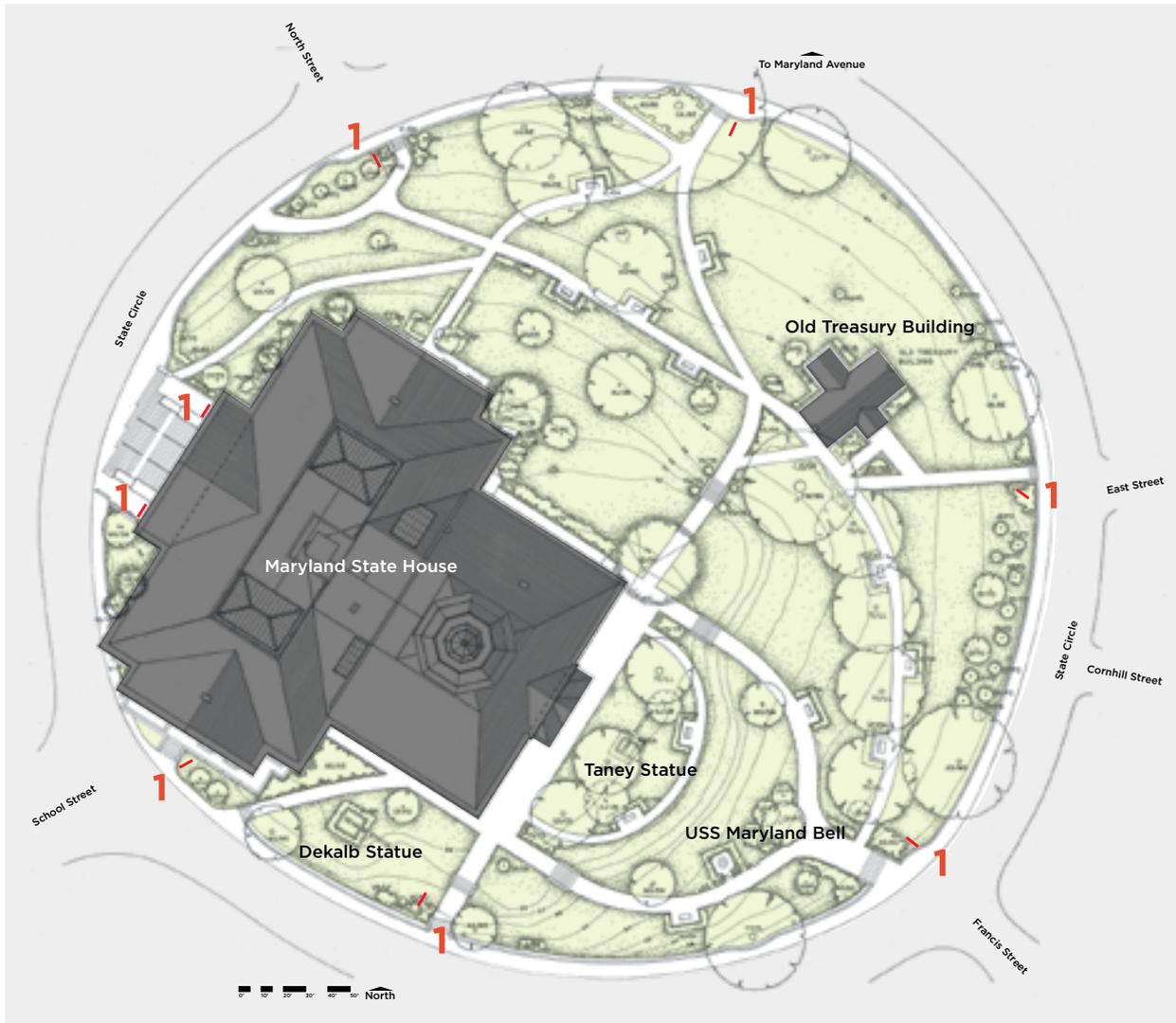
# OUTSIDE

Once the visitors have arrived, they must still get to, and through, the front door. The approach and entry sequences of the State House are in need of change, and there are many unused opportunities outside the building to improve the visual presence of the State House. The way in is neither clear nor as enjoyable as it could be. Existing signage around State Circle is confusing: for example, visitors are directed to enter the State House through “The Lawyers’ Mall entrance,” which first-time visitors don’t understand. State Circle is difficult to navigate for visitors in wheelchairs.

We believe much of these issues can be solved with a series of new initiatives that cover signage, banners, site interpretation, new functionality for the Old Treasury Building, and new concepts for the entry of the building itself.

# FESTIVE BANNERS ON STATE CIRCLE

1 New Festive Banners





#### **A MULTIPURPOSE BANNER CONCEPT**

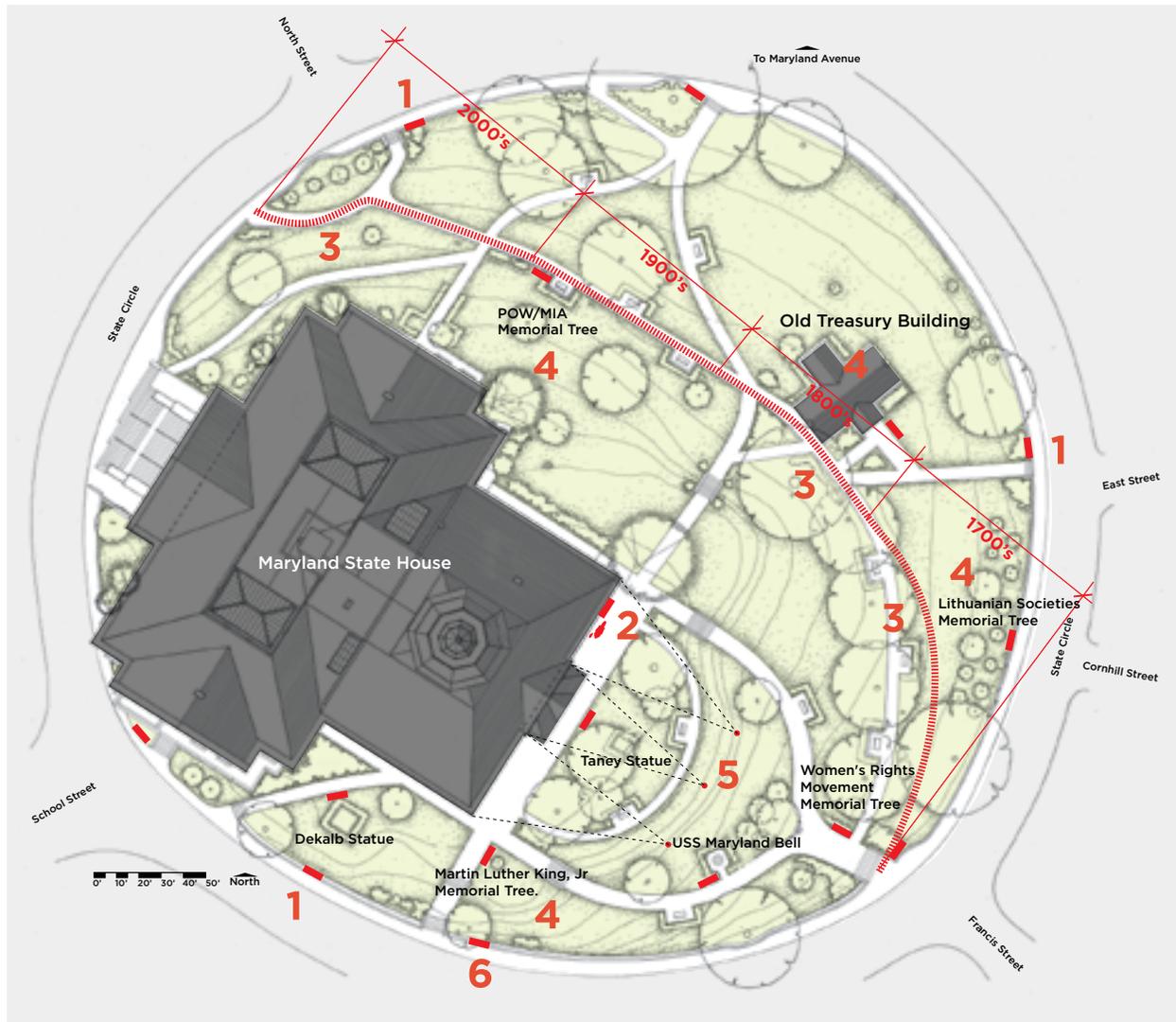
The problem of navigating visitors to the correct entrance can be solved, we believe, at the same time that we increase the visibility of the State House overall. New festive banners—large, colorful elements in multiple locations at the perimeter of State Circle—will contain visuals about the State House and what it contains, and also will have information or visuals directing people where to go to get inside. This will

replace the infamous “go to Lawyer’s Mall” signs with verbiage and visuals that are easy to see and use. It will also proclaim the site as a historic place well worth visiting and as a working facility of modern government. Note that the new banners are located near prominent pedestrian access points and near prominent view corridors for vehicular traffic.

#### **CONTEXTUALLY APPROPRIATE VISUAL SOLUTIONS**

The banners would be hung on poles designed in keeping with the local context. If they can be positioned on the property just behind and above the continuous perimeter brick wall, they can be shorter than the eye will think, yet still visible and effective. Message content would be careful to position the State House both as a government facility and historic destination.

# LANDSCAPE INTERPRETATION



- 1** New Interpretive Signage at Pedestrian Scale
- 2** New Bronze Statue of Washington's Servant and Horse
- 3** New Historical Timeline Path, Representing Increments of Time Over Four Centuries with Corresponding Interpretive Stones in Pathway, Currently under Construction
- 4** New Commemorative Markers and Information Signage to Be Located at All Memorial Tree Locations
- 5** Three New Projectors for Outdoor Lighting Design to Enhance Visitor Experience at Night
- 6** Interpretive Signage About Contributory Buildings on State Circle Such As Shaw House and Government House



### **INTERPRETIVE PANELS**

In the spirit of the “free sample” technique often used in other kinds of venues, and in keeping with our plan to bring historic stories out past the building walls, we propose placing low interpretive wayside panels adjacent to each of the pedestrian access points. These would be appropriately designed for the context, and would contain information and visuals that pertain to the things passersby can see from each of the selected locations. For example, a panel near the Old Treasury Building might give a few fast facts about that structure, and both educate and attract visitors to the State House.

### **CONTINUOUS HISTORIC TIMELINE**

In the existing pathways of the landscape of State Circle, we propose laying in a continuous historic timeline, arcing from the pedestrian access point near the intersection of State Circle and Francis Street and continuing all the way around the building to the front side near the intersection of State Circle and North Street. This would start in the 1700's near Francis Street and go to approximately the year 2000 near North Street. It would feature text and bas-relief or engraved visuals and a consistent timeline rhythm throughout.

### **INTERPRETIVE SIGNAGE**

Also, to increase the visibility of other historic assets on the grounds, we propose redoing and adding to existing interpretive signage that commemorates sculptures of historic figures and commemorative trees on the property. This would be done in a manner in keeping both with the pathway timeline and the interpretive signage elsewhere on the grounds.



### **NEW BRONZE STATUE OF WASHINGTON'S MANSERVANT AND HORSE**

When General Washington resigned his commission, it was a historic moment both in American history and the history of the State House. A new series of installations will be made inside the building that will bring this moment to life. See the section of this report pertaining to the Old Senate Chamber on the First Floor, interior, for more on the narrative and techniques of this new experience and a description of the high-quality forensic bronze method proposed for use here.

Outside, we would like to bring the landscape to life and hint at the important experience inside by positioning painstakingly accurately researched, life-size, cast bronze recreations of General Washington's manservant and horse, both waiting outside the building for him to come back out after the historic moment. The position, garb and other details of this scene outside would be carefully researched and interpretively labeled to make clear that this is a historic recreation, not an artist's conception or new art installation.

To visitors on their way into the State House, the bronze entourage will serve as a teaser or prelude to the story inside, while for visitors who have already been in the Old Senate Chamber, seeing the manservant and horse outside will complete the experience.



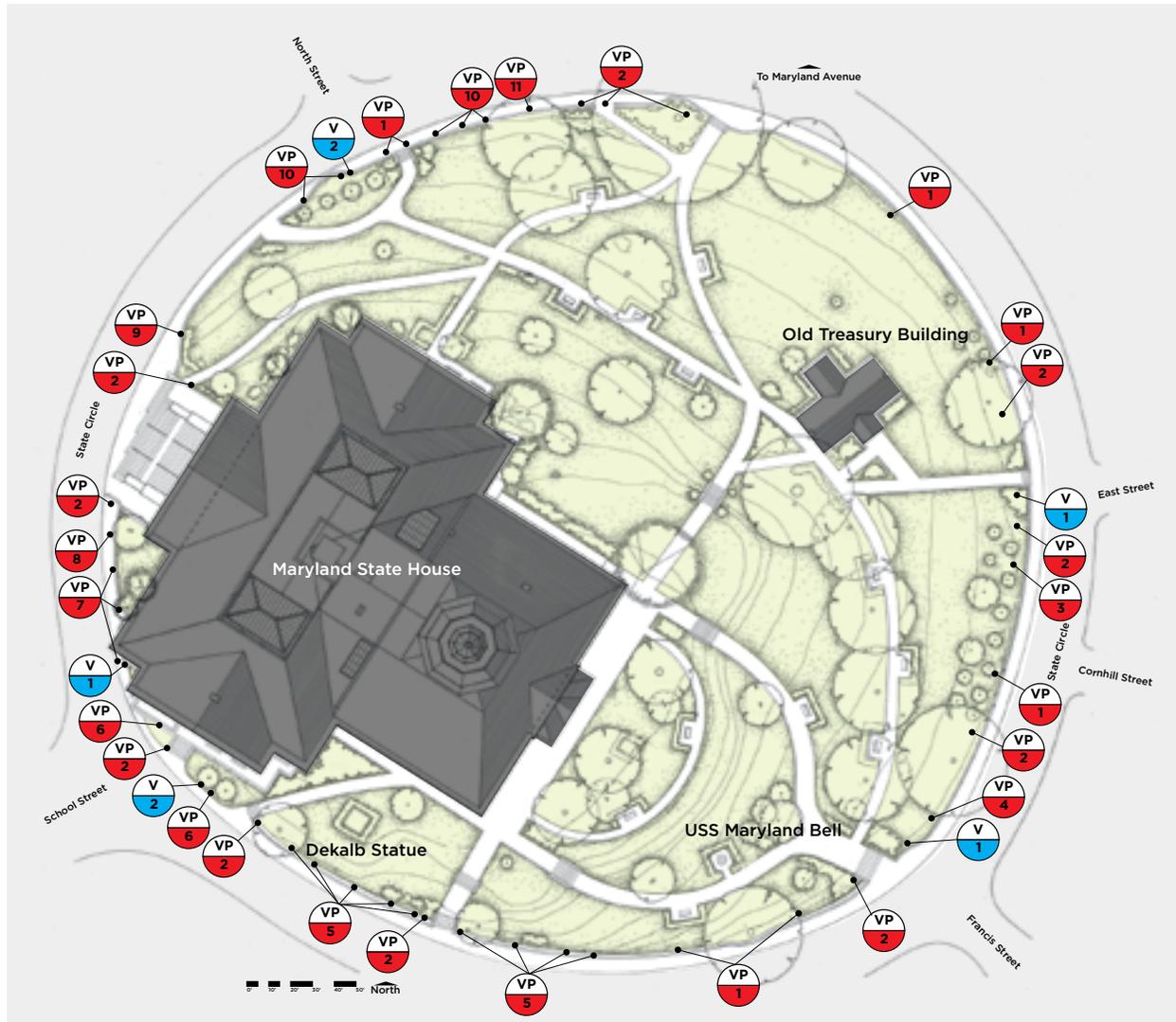


#### **EVENING OUTDOOR EVENTS**

During the temperate months, the evening is a perfect time to enliven State Circle with events and activity. Why not build in a permanent audio-visual system that would project moving images and sound onto the historic façade? This concept works well in many historic locations as widespread as the pyramids in Egypt and the historic neighborhoods of Philadelphia, where light and sounds bring the entire city

alive for tourists on pre-arranged walking tours. We propose evening events be curated to take advantage of the “other 12 hours” every day at the State House. These could include music, lectures, films and other activities from just before sunset onwards.

# DIRECTIONAL SIGNAGE



## VEHICULAR DIRECTIONAL SIGNS: REDUCE CLUTTER

Exterior directional signage is of two types: vehicular and pedestrian. This page shows the current location and type of each vehicular sign, which have to be plentiful to be effective. Here, though, they are also cluttered. This sign type follows federal, state and municipal code standards, which prevents stylistic graphic redesign. We propose to design new mounting systems to organize existing signs in current locations, to reduce visual clutter.

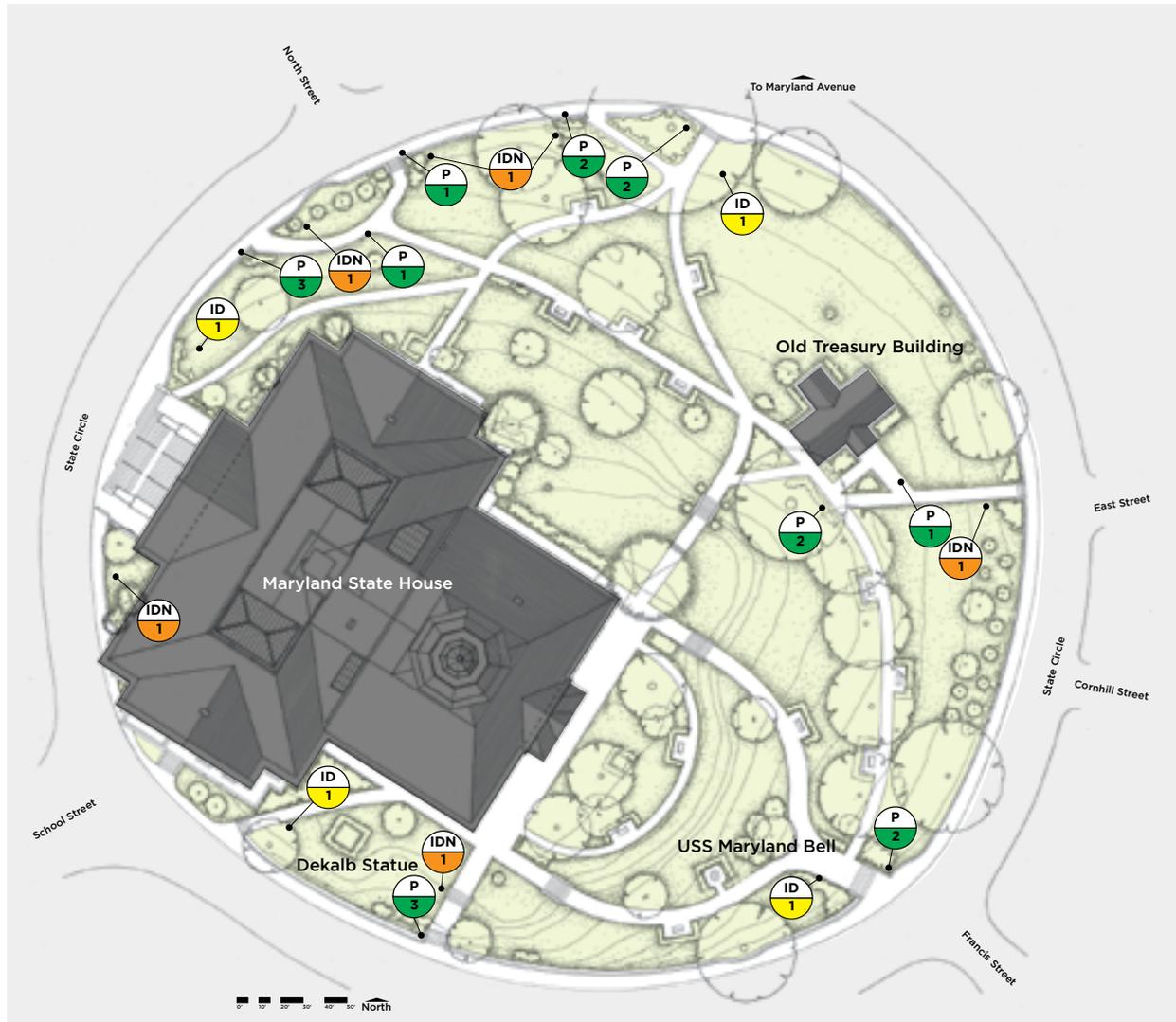
## VEHICULAR PARKING SIGNAGE

- VP/1: 2 Hour Parking
- VP/2: No Parking Between Signs
- VP/3: Reserved for State Police
- VP/4: No Parking Any Time
- VP/5: Reserved for Executive Department
- VP/6: Reserved for Lieutenant Governor
- VP/7: Reserved for House of Delegates
- VP/8: Reserved for The Speaker of The House
- VP/9: Reserved for The Senate President
- VP/10: Reserved for The State Senate
- VP/11: Reserved for The State Police Superintendent

## VEHICULAR TRAFFIC SIGNAGE

- V/1: One Way
- V/2: One Way / Snow Emergency Route

## DIRECTIONAL SIGNAGE (CONTINUED)



### PEDESTRIAN DIRECTIONAL SIGNAGE: REDESIGN AND AUGMENT

Pedestrian signage is in two categories: identification signs for the site and buildings and rules and regulation signs for the park area. The rules signs would benefit from a redesign, which can be done because they are not code-compliant. The identification signs, however, should be both increased in quantity and redesigned, eliminating the existing “historic” signs. New ID signs should be large and visible, contain the new branding, and clearly welcome the public to the grounds and buildings.

We propose the festive site banners to help fix the “enter at Lawyers’ Mall” problem. There is also a need for additional pedestrian directional signage along paths to the main entrance.

### IDENTIFICATION SIGNAGE

ID/1: New Identification Signage in Existing Locations (Previously “Maryland State House” Signs)

IDN/1: New Identification Signage in New Location

### PEDESTRIAN TRAFFIC SIGNAGE

P/1: New Rules and Regulations Signage in Existing Location (Previously “No Skate Boarding, Etc.../Hours”)

P/2: New Directional Signage for Pedestrians in Existing Location (Previously “Entrance at Lawyer’s Mall”)

P/3: New Directional Signage for Handicap Access (Previously “Handicap Access at Lawyer’s Mall”)

# EXAMPLES OF SUCCESSFUL CULTURAL ID SIGNS



Signage we have designed for past clients. Clockwise from upper left: U Penn, McNay Art Museum, Toledo Museum of Art, Heritage Trails NYC.

SECTION 5

# OLD TREASURY BUILDING



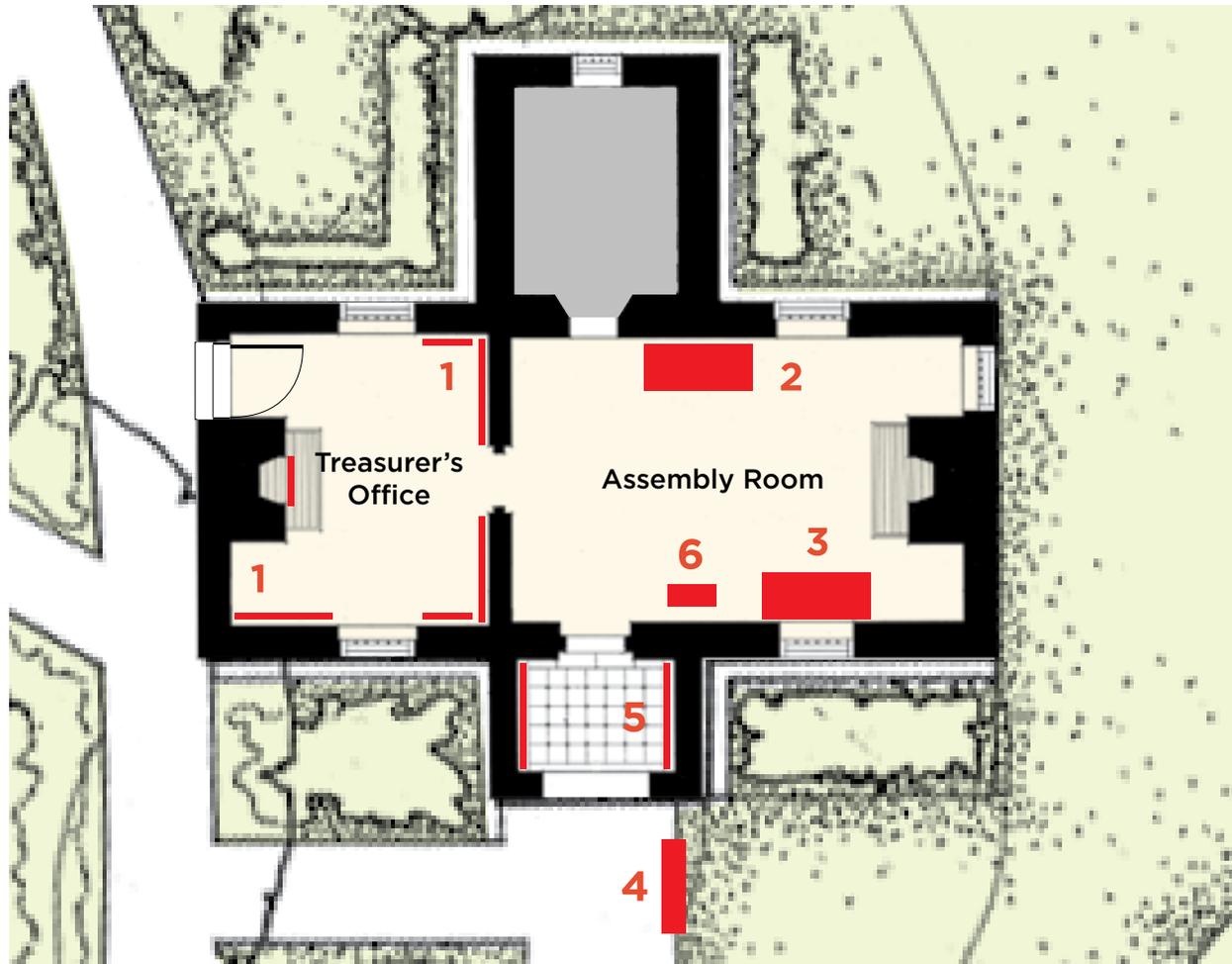
## SECTION 5

# OLD TREASURY BUILDING

Built in 1735, the Old Treasury Building is the oldest public building in Annapolis. It is empty at the moment and not open to the public. It is in the process of being made ADA accessible, but it does not have water or restroom facilities. Regardless, we feel we must bring it back to the public somehow. We studied a quantity of different possibilities: making it the primary visitors' center for the State House, putting an orientation film there, turning it into the primary security screening facility, having exhibits to interpret State Circle and its buildings, and other ideas.

In the end, because it is physically separate from the State House and has no restroom, few staffed functions really work well there year-round. We determined, however, that a stand-alone, rugged display of some kind would be an asset, and that there are a number of subjects that would be a natural fit, particularly certain early 18th century events in Annapolis and Maryland.

# OLD TREASURY BUILDING



- 1** Wall Mounted Displays about Early Maryland and Historic St. Mary's City
- 2** New Replicas of Original Desks with Cast Bronze Tops with Quotidian Object Tableau
- 3** New Replicas of Original Desk with Cast Bronze Body and Engraved Interpretive Insert Tops
- 4** Interpretive Signage
- 5** Exhibition Graphics
- 6** Existing Treasury Chest Displayed with Top Open and New Glass Cover



### **NEW EXHIBITS ON HISTORIC ST. MARY'S CITY IN TREASURER'S OFFICE CHAMBER**

The smaller of the two chambers, which is currently being renovated to have an on-grade handicap accessible entry, will house a series of simple exhibits on Historic St. Mary's City and the early part of the 18th century in Maryland. Like exhibits in the main room, these are appealing but durable, and do not require special security or excessive maintenance over time.



### **NEW SELF-GUIDED EXHIBITS IN ASSEMBLY ROOM**

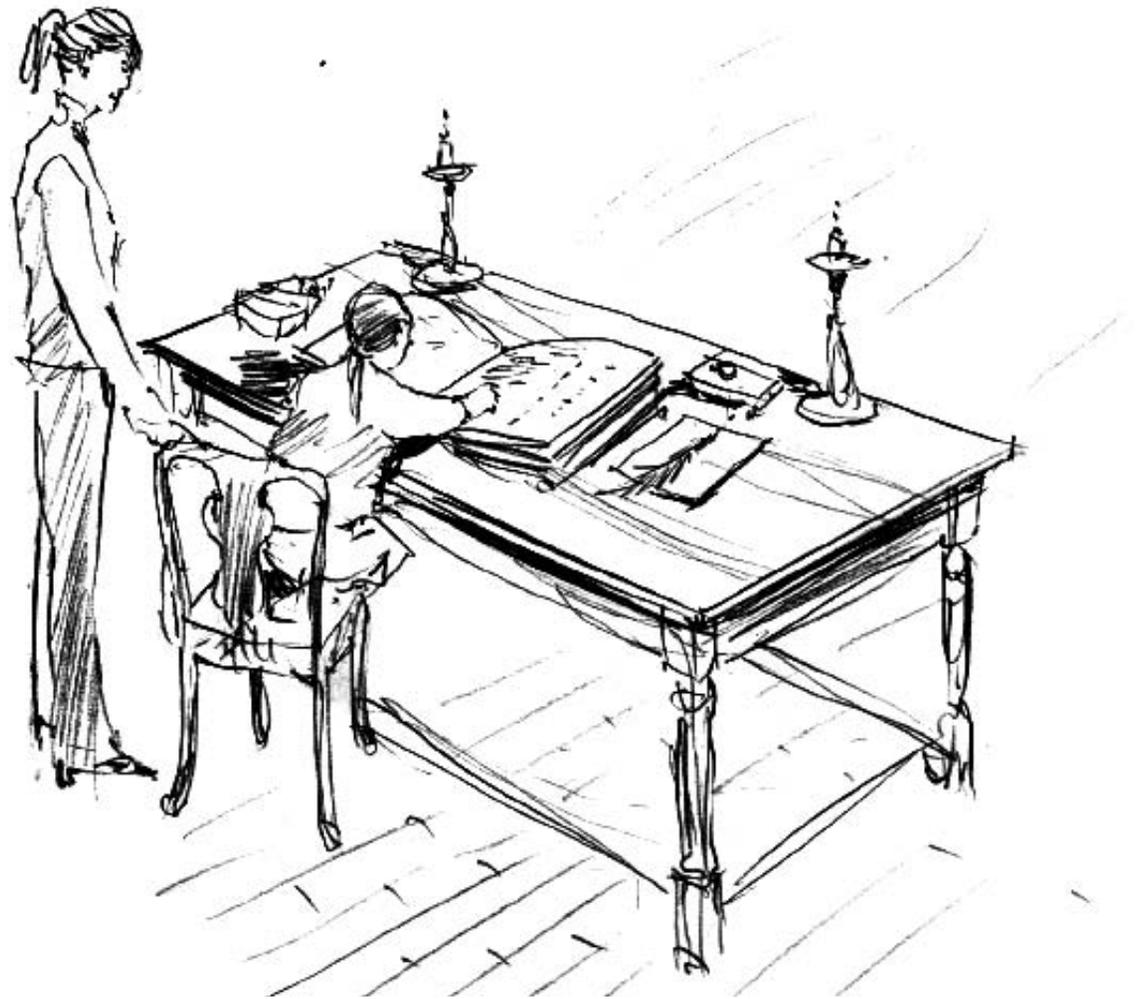
A durable, self-guided experience in the Old Treasury Building features an information video loop masquerading as a gilt-edged portrait on the wall, an open treasury chest with reproduction valuables inside, and informative exhibit displays in the form of period furniture pieces.

### PERIOD FURNITURE CASTING

In the locations where the treasury clerks' furniture would have been, and in the same form, we cast durable replica shapes. One of them is a complete clerk's station, with monolithic cast parts for all the things that he would have used to do his job at the Treasury, from a ledger book to a quill pen, all durably set in place, touchable and permanent. Visitors can sit at the slightly angled-out chair and use the setting as a prop for the imagination.

### PERIOD FURNITURE AS MODERN EXHIBIT

The other piece of furniture in this room has the shape and form of a historic table, but the top has been infilled with an internally-lit graphic display with an embedded, motion-activated monitor under glass that tells the story of the building.



SECTION 6

# ENTRY FAÇADE

- ENTRY FAÇADE IMPROVEMENTS



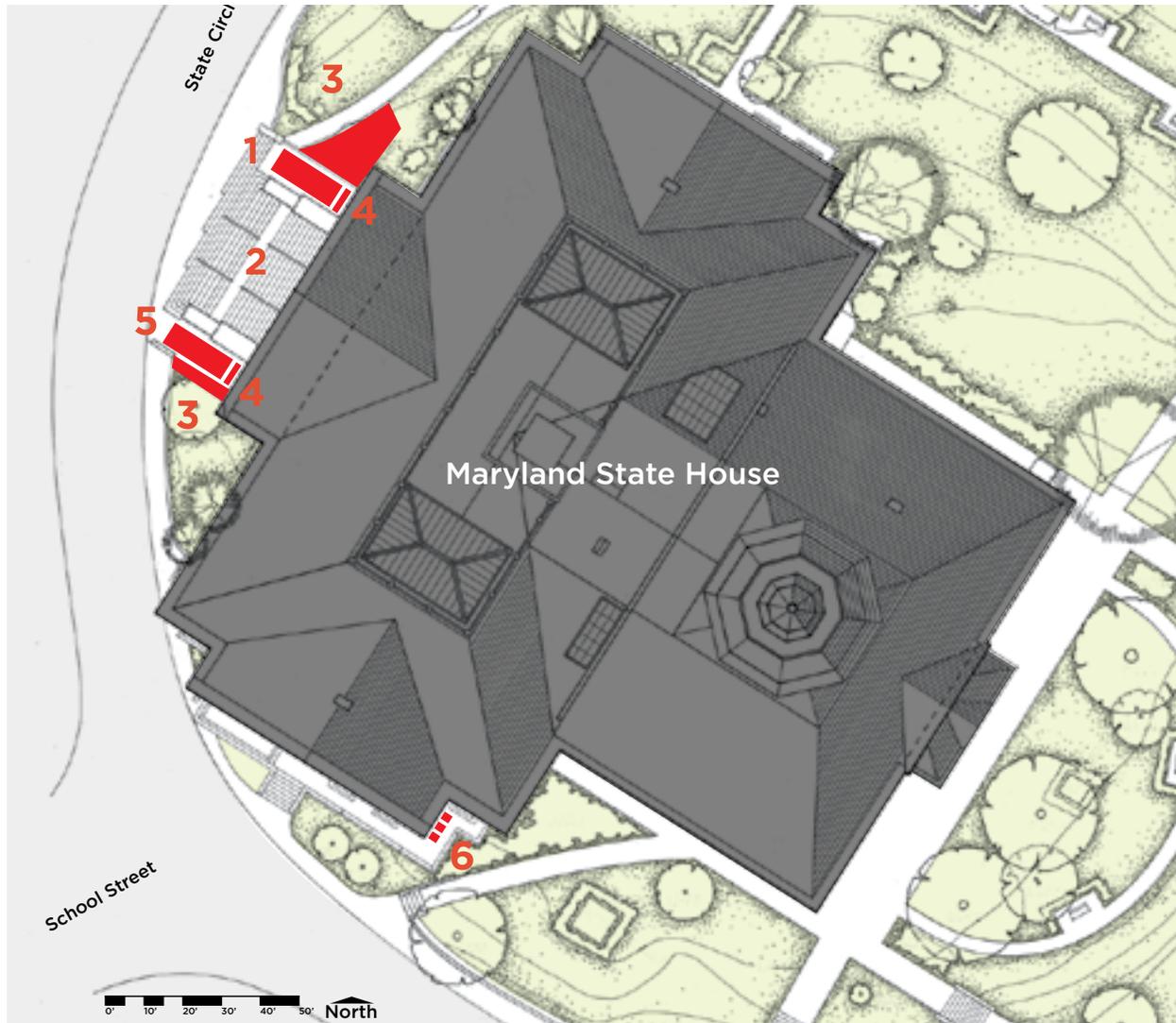
## SECTION 6

# ENTRY FAÇADE

The State House is not easy to find by car. The roads in the historic center of town have unexpected turns and one-way designations that always seem to go in the direction you don't want to turn. Many visitors driving to the State House will pass by the entrance and may not realize it. Visitors driving by who aren't specifically looking for the State House may not realize that it is open to the public. We strongly suggest improving the visibility of the State House with a new set of banners and awnings. These will make the building and its main entry more visible, and will also improve the entry experience.

See the pages that follow for more about changing the use of the grand stairs, the benefits of opening a second entry on the ground floor, and the idea of outdoor seating here. In the sections that follow afterwards, we go into more detail about the ground floor itself, including a new vestibule idea.

# ENTRY FAÇADE IMPROVEMENTS



- 1** Open Second Entrance on Lower Level
- 2** Close Historic Grand Stairs Except to Those with Prox Card Access
- 3** New Exterior Landscaped Seating Area
- 4** New Entry Façade Banners
- 5** New Awnings at Existing Walkways
- 6** Open Additional Ground Floor Entrance by Relocating Existing Trash Bins from Front to Side of Building

## **ENTRY FAÇADE IMPROVEMENTS (CONTINUED)**

### **ENTRY FAÇADE RESEARCH**

We have carefully considered the issue of the main entrance of the building. We have consulted with numerous parties and walked around and through the various entry areas repeatedly. The core team has held many hours of talks about how best to improve this area, because it is so critical to the visitor experience. We are well aware that this is not just an entry for visitors, but also for organized tours from Legislative Services, members of government including the highest-ranking officials of the State at any given time, security personnel, lobbyists, business visitors, maintenance staff and many more.

After much consideration, we propose to use the lower entry for all visitors, close the grand stairs, move trash collection to the west side of the building, add new seating and shelter outside, and place new permanent banners between the existing columns. We also propose changes to the interior of the ground floor directly inside this new multipurpose entry, which are described in the section of this report on the ground floor.

New entry awnings will offer separate entry sequences for tour visitors and business visitors.

### **CLOSE HISTORIC GRAND STAIRS**

Visitors have slipped and fallen on these stairs, they are treacherous during foul weather, they are hard for many visitors to climb, and they are impassable to the handicapped. We believe they should be elegantly roped off or otherwise signed to indicate that all visitors are welcome to use either of the lower side entrances. Only members of government and their guests would use this stair, and would require a prox card to get in upstairs. There would no longer be a substantive security station with magnetometer and x-ray here, which will enable cost savings that can be used downstairs.

### **NEW ENTRY FAÇADE: COMPREHENSIVE VIEW**

A series of related projects will change the first impression of the State House, to ensure more visitors realize it is there, where to enter, and that it is a public cultural attraction in addition to being a working government building. New banners and awnings bring color to the historic palette of materials, and a second entrance on the ground floor increases the feeling of shelter, comfort and accessibility.





### **NEW SYMMETRICAL COVERED WALKWAYS**

The walkways to either side of the building are pleasant, convenient and appealing. New awnings will be installed on both sides of the building to return the entry façade to the symmetry of the original plan. Made from simple, light materials in keeping with the historic fabric of the surrounding area, these will help to confirm that these are the main entries, they will shelter people from the elements on those days when a line forms outside, and they will contain interpretive visuals and text that explain what the experience is like inside and how best to get through security quickly and smoothly.

### **OUTDOOR SEATING**

In addition, the existing brick walkway on each side is slightly widened to accommodate new exterior seating integrated into the landscape. This increases the feeling of welcome and also gives a place of repose for people waiting for their groups to assemble or for people who need to sit down for whatever reason at this location.

For a detailed description of the interior of the vestibule beyond these new entry promenades, see the section of this report that deals with improvements to the ground floor.



New, colorful, coordinated banners at a large scale will clearly identify the building itself to drivers and pedestrians making their way through Annapolis, identify the main entry façade of the building overall, and also almost literally point at the entry portals on the ground floor. Text shown here is a stand-in, pending a study of wording and brand visuals.

SECTION 7

ELEVATOR

# GROUND FLOOR

- VESTIBULE IMPROVEMENTS
- INTERIOR IMPROVEMENTS



## SECTION 7

# GROUND FLOOR

The lower level of the State House is primarily occupied by staff offices. However, it is also where many visitors enter the building (including all handicapped visitors). It is neither appealing nor functional enough for historic tour visitors.

It requires enhanced signage and “wayfinding” assistance for all visitors, particularly in order to access the main interpretive area on the floor above. This area also needs to be made simply more attractive and inviting. It is also a good place to “confirm selection”: to re-advertise the experiences visitors will have upstairs and to give them a good feeling that they’ve picked the right place to visit and should get more engaged now, not less.

# VESTIBULE IMPROVEMENTS



- 1** Move Front Trash Collection Area to Areaway at Side of Building, Open Up Lower Front Left Entry Portal; Revise All Finishes and Add Lighting
- 2** New Glass Enclosure
- 3** Existing Trees to Remain
- 4** New Outdoor Seating Area
- 5** New Glass Doors
- 6** New Awning and Lighting Above
- 7** New Benches
- 8** Existing Light Post to Remain
- 9** New Concrete Retaining Wall and Landscaping

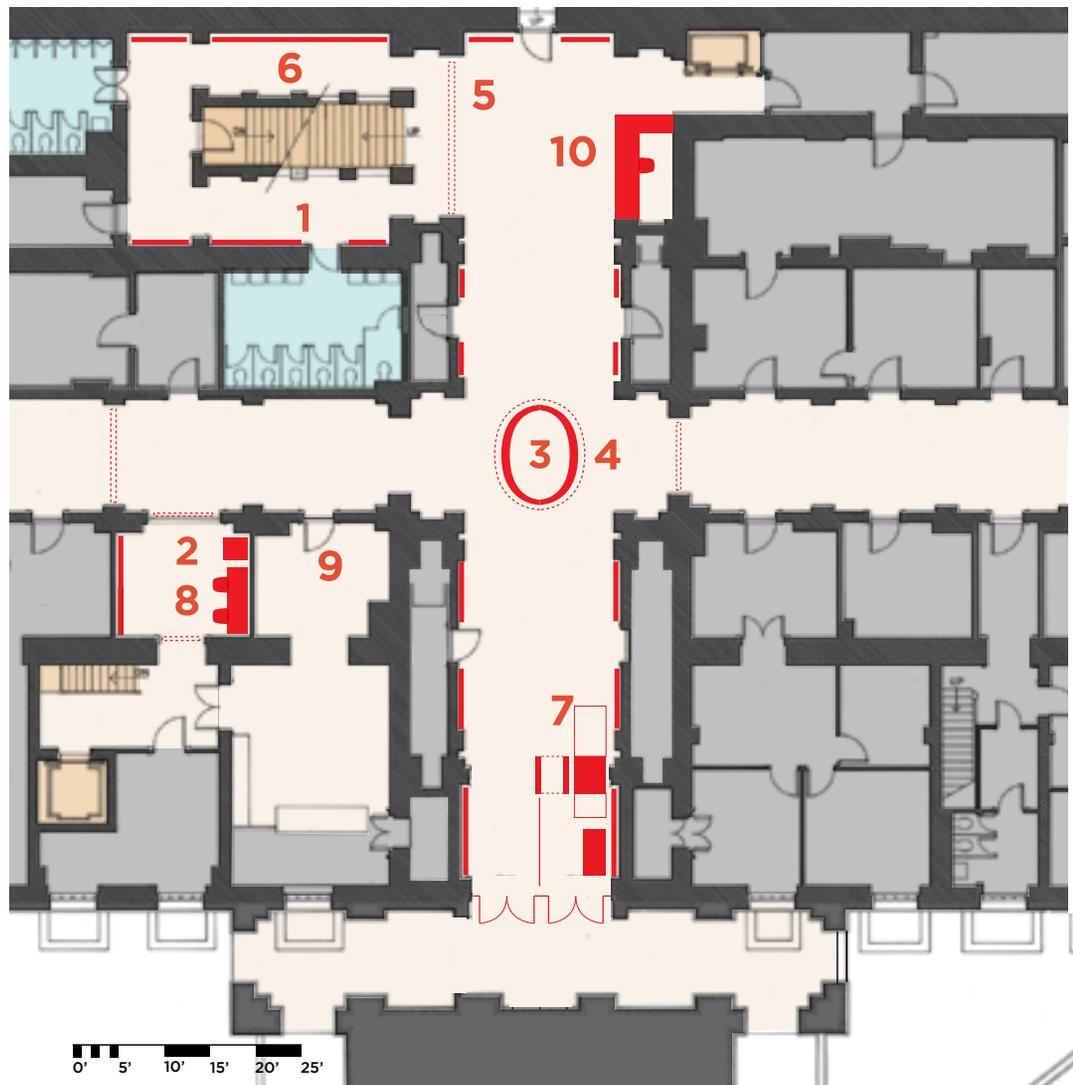


### **VESTIBULE IMPROVEMENTS**

Entry to the ground floor was once grandly symmetrical. We propose to renovate the vestibule under the stairs at both ends (by moving trash pickup) to increase sheltered and semi-sheltered waiting space. The existing sheltered but outdoor space under the stairs (visitors are shown in this sketch entering that space) would get closed to the weather and climate-conditioned (or at least insulated), with new glass walls and glass doors where archways now exist. New paint finishes inside and upgraded lighting will give a much stronger sense of warmth and welcome and will amplify the uncommonly dramatic masonry wall surface inside that corridor space.

This change is more enjoyable, more functional, and even more secure, as it holds more unscreened visitors under shelter outside the technical perimeter footprint (the bomb perimeter) of the building. The spaces inside and out are used for information for the public not only about what they can see inside, but also how to quickly and safely get through security and to their destination. These two symmetrical entries could be for different visitor groups (business versus tourist), both could serve all groups, or the difference could vary seasonally.

# INTERIOR IMPROVEMENTS



- 1 New Women's Restroom
- 2 New Location for Single Telephone Booth
- 3 New Information Desk/Central Security Guard's Desk
- 4 Central Directional Signage Location Above
- 5 Directional Signage Overhead
- 6 Interpretive Display/Poster/Banner
- 7 Security Check Point
- 8 New Location for Existing Computer Terminals
- 9 Engage Space Planner to Improve Year-Round Function of Cantina Space; Vending Machine Relocated Here
- 10 More Efficient, Modern Design for Existing Desk/Counter Space



### GROUND FLOOR IMPROVEMENTS

There needs to be a public women’s restroom downstairs, as shown earlier. The desk/counter layout is neither welcoming nor effective, and we suggest changing it to two spaces, one in the center and another further back.

Miscellaneous signs and notices are removed to reduce visual clutter. New overhead signage will give concise, legible directional information and pictorial hints of the content and history of the space. This will help visitors find their way either to the large stairs, out of direct sight in the rear, or to the small front elevator. New, colorful, large-scale historic imagery fills as many wall spaces as possible, to reinvent this entire floor as an anteroom to a national-class historic destination and dignified working state building. Existing elements like the shoe shine stand and computer terminals are removed.

After lengthy study, we feel that the front elevator, as is, should be retained for vertical circulation for people who can’t use the stairs. The “Governor’s Elevator” would be far preferable, because visitors would all arrive at the same spot regardless of the means they used, but it is too small for wheelchairs and has security issues.





SECTION 8

# FIRST FLOOR

- THEMATIC PLAN
- LOBBY AND ROTUNDA
- VISITORS' CENTER
- OLD SENATE CHAMBER
- OLD SENATE COMMITTEE ROOM
- STAIRWELL ROOM
- ARCHIVES ROOM
- OLD HOUSE OF DELEGATES CHAMBER
- SENATE CHAMBER
- HOUSE OF DELEGATES CHAMBER

## SECTION 8

# FIRST FLOOR

The first floor (the main floor) is the core of the visitor experience. There is a great deal of excitement on this floor, especially during peak seasons, and not just because the legislature does business off the same lobby that museum-goers use. It is a unique and memorable space for anyone who visits. In the pages that follow, we propose revised, adjusted, and sometimes all-new uses for each of the public spaces, including even the lobby itself and the legislative chambers when not in use by officials.

The first, and most significant change is a simple new thematic overlay for the entire floor, where each large zone of the space is given a different overall chronological period it represents. This organizes the entire space and gives a mental structure visitors can use to help them navigate both the physical areas and the narrative storyline.

# FIRST FLOOR

## FIRST FLOOR OVERVIEW

Upon arrival at the first floor, it is clear that this is an impressive space. But it is not totally clear to visitors where they are meant to go or where the “first thing,” the “main thing” or the “must see’s” are. Some self-guided movement is part of any museum-like experience, but the crowding situation in the State House in the early months of every year calls for a more effective overall organizational system and clear starting point. It is unclear what rooms lie beyond each doorway, and unclear which spaces are actually off-limits until security personnel (who are not focused on hospitality) intervene.

We propose that the Visitors’ Center become focused entirely on the State House and Annapolis experience. We suggest that an orientation film with seating be permanently on view there.

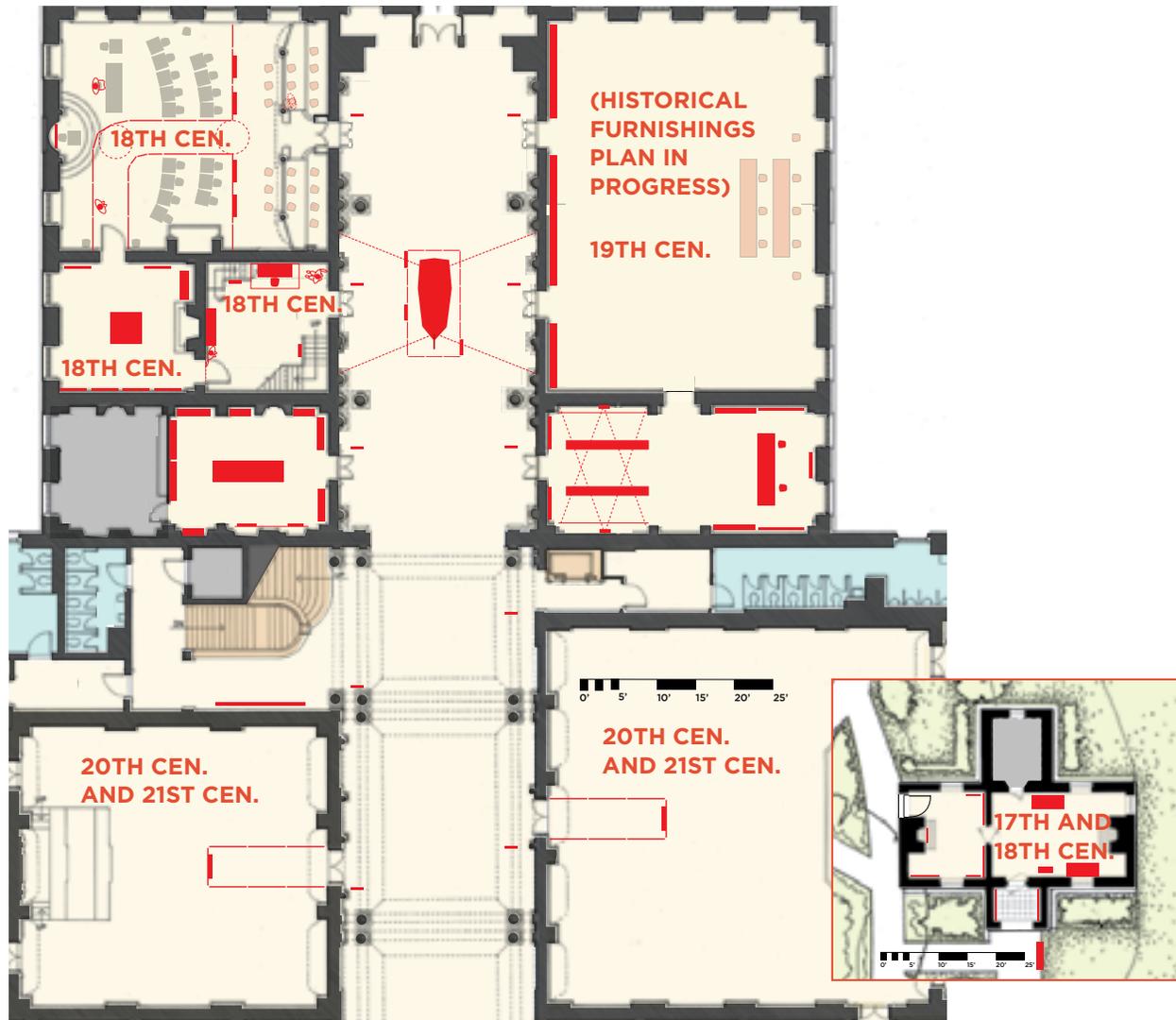
We also call for visible, colorful, handsome thematic label signage “totems” to help visitors identify each gallery space by their doorways from anywhere in the main lobby.

We feel that some central, vertical, directional elements in the lobby, under the rotunda, will both help orient people as they move in and out of the lobby and also draw their eyes upwards to view the extraordinary architectural features far overhead. If chosen well, they will not detract from the space even though they are massive in scale.

## FIRST FLOOR EXHIBITS

The focal points of a visit to the State House are the historic interpretive experiences, specifically the Old Senate Chamber and George Washington’s resignation as commander-in-chief and the ratification of the Treaty of Paris. Not all visitors may understand this emphasis, however. Upon arrival, visitors find several rooms with historical exhibits that are content-rich but text-heavy, 20 years old and showing it, do not interpret the 19th century at all, and do not tell visitors what goes on in the building and who works in it. Most of the exhibits were installed for bicentennial celebrations in 1983 and 1986; it is actually remarkable that they are still as serviceable as they are.

# THEMATIC PLAN

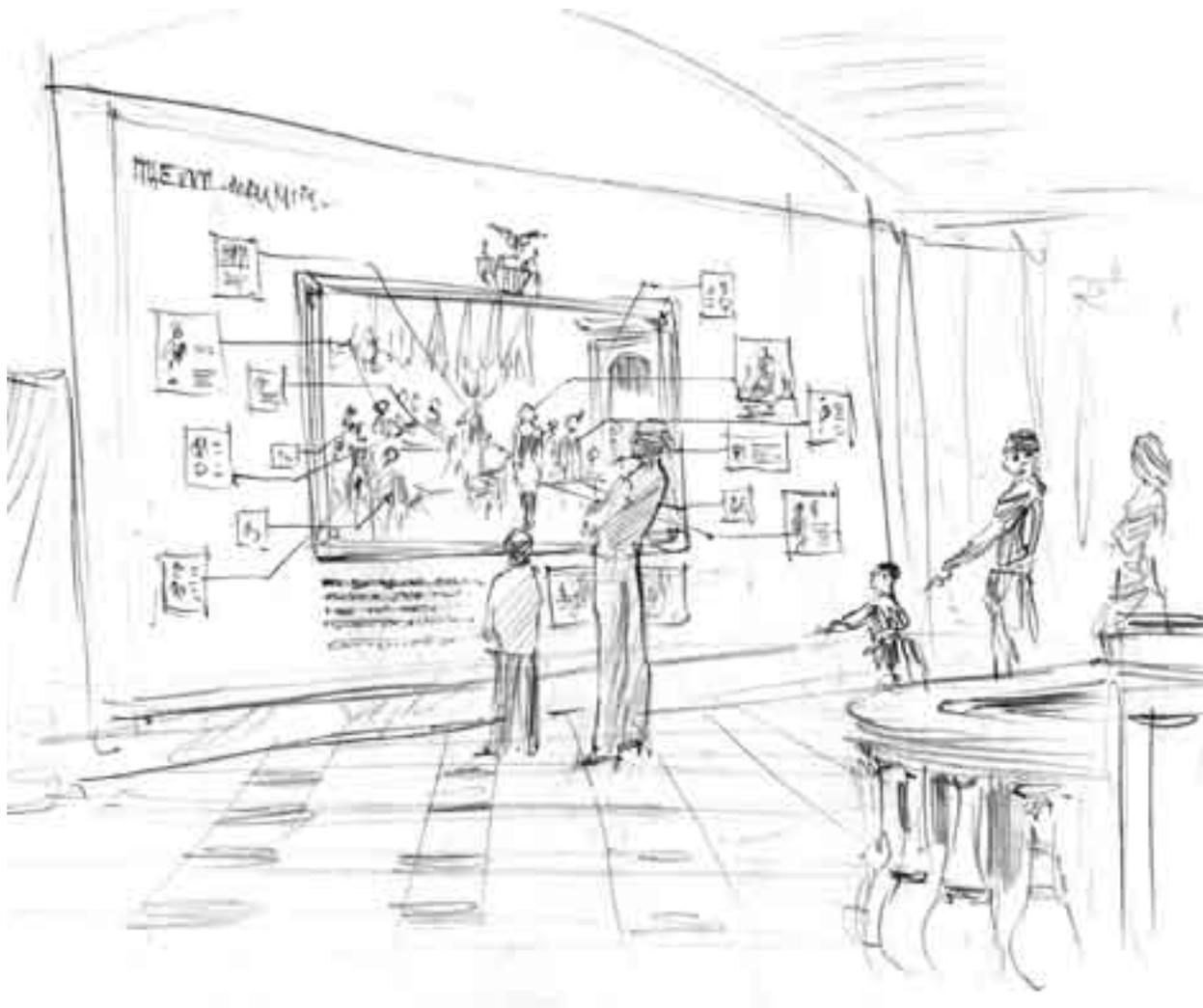


## MARYLAND STATE HOUSE: A STORY ACROSS FOUR CENTURIES

A new, simple thematic plan will underpin the entire experience of the main floor, and of the State House in general. This can be the basis of a floor plan handout, of maps that can be found in signage on the ground floor and in the Visitors' Center, and downloadable maps on the website. A simple mental model that is easy to follow and remember will make the physical spaces easier to find and the narrative easier to follow.

Each large zone now speaks for a century, from the 18th to the 21st (the Old Treasury Building is dedicated to 17th and 18th Centuries). The Old Senate Chamber and nearby rooms speak for the 18th Century. The new, restored Old House of Delegates Chamber is the heart of the 19th Century interpretation. The current legislative chambers tell the story of the 20th and 21st Centuries.

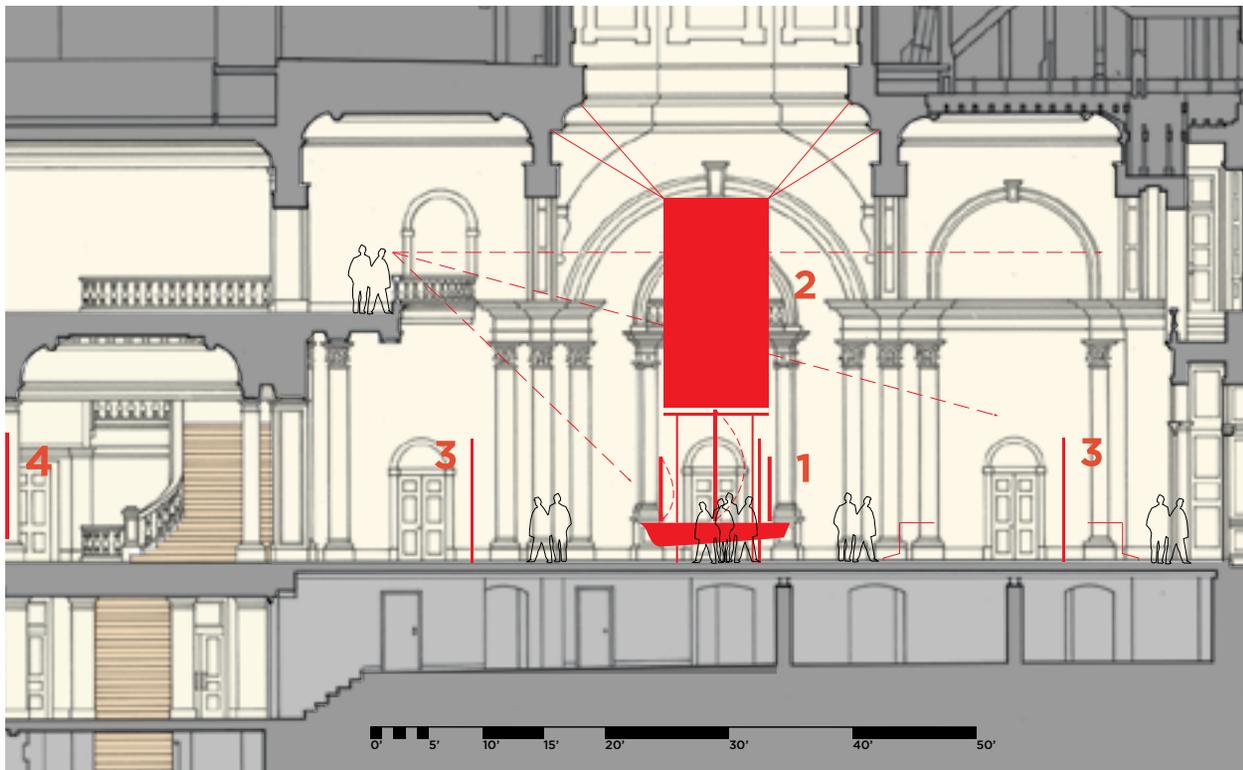
Note: The diagram to the left is not the proposed new map itself. The map, when drawn in the future, can be much simpler, diagrammatic and appealing. This diagram shows the concept for the purposes of this report only.



### **“EXPLODED” PAINTING: “WASHINGTON RESIGNING HIS COMMISSION”**

The painting on the stair landing between the first and second floors shows the most important event that happened in the State House and is an important visual record of that day. Yet it is inaccessible to visitors who are not going up to the second floor and to those who may go up, but cannot use the stairs. We propose to reproduce it as a flat digital graphic in the adjacent first floor stair hall, which is currently a vacant wall space designated for display. To make sure it is clear this is a reproduction, and to add content, we will “explode” the painting with many of the interesting facts and figures that are currently available online—identifying some of the important people in the image, commenting on the meaning of the event, and demystifying some of what is shown in the scene—in a way that looks three-dimensional but is actually all directly in the graphic layer applied to the wall.





- 1** New Location for “The Federalist” Ship
- 2** New Location for John Shaw Flag, Suspended from Rotunda
- 3** New Sign Totems
- 4** “Exploded” Painting: “Washington Resigning His Commission”

**CROSS-SECTION VIEWS**

The sketches on the left show all of the elements in the lobby in relation to each other, and to the rest of the building. Note that a large object hung in the center is visible and vital from both the first and second floor (balcony view), as are the new sign totems. Also note that putting an object under the rotunda better identifies the earlier part of the building as the “center” of the historic visitor experience.





### **THEMATIC GALLERY SIGN TOTEMS**

Visitors cannot tell from the lobby what lies beyond each doorway. Some of the openings off the lobby are historic galleries, one is a visitors' center, one leads to bathrooms, two lead to modern legislative chambers sometimes in use, and several are off-limits to visitors. We propose a system that gives a labelled map of the space, but does so in the space itself, rather than in a handout brochure.

We suggest to put tall (perhaps about 10 feet; the space can handle this easily) but lightweight "blade" signs with strong appropriate background color and visually compelling typography that label each doorway. The same message is on both sides, for visitors walking in either direction, and includes both the general thematic region, color-coded, and also a very brief menu of a few highlights inside that particular opening. These would be present not only at the entries to important destination spaces, like the Old Senate Chamber (18th Century) and the Visitors' Center, but also perhaps to the restrooms as well, so that visitors can easily and quickly get wherever they need to go and feel comfortable and safe doing so.

For important events, these lightweight pieces can be moved aside to return the lobby to a completely historic appearance.



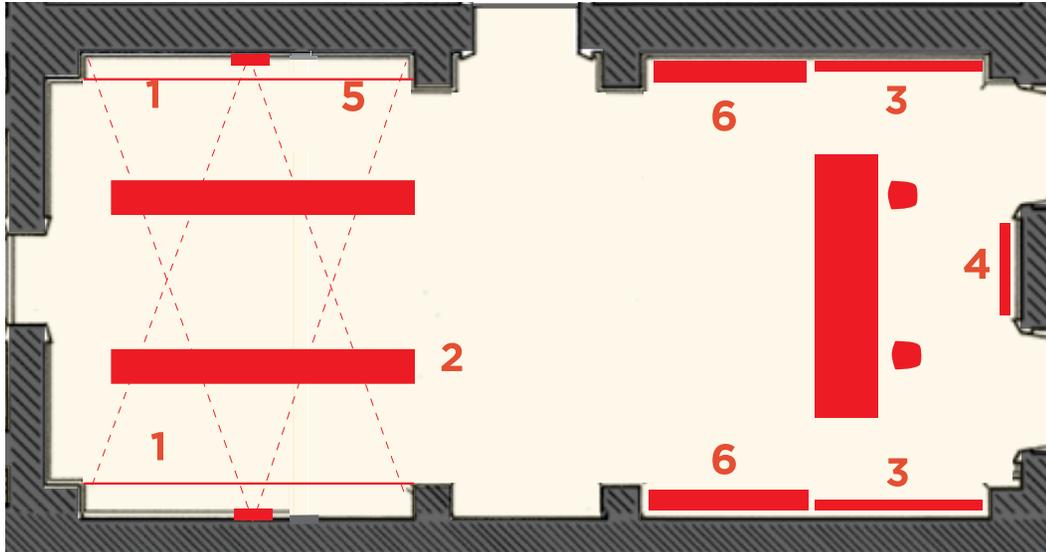
### **A SYMBOLIC CENTERPIECE**

The lobby is a grand space finished with premium materials. The area under the rotunda in the older part of the building is especially refined and well-proportioned. We feel that it should be more clearly called out as the center of the historic visitor experience. While grand, the lobby is not particularly colorful, nor is it spectacularly well-lit. A new central object here would help make a milestone for orientation, help draw visitors eyes upward, and help make this space more experientially exciting and educational on its own as well.

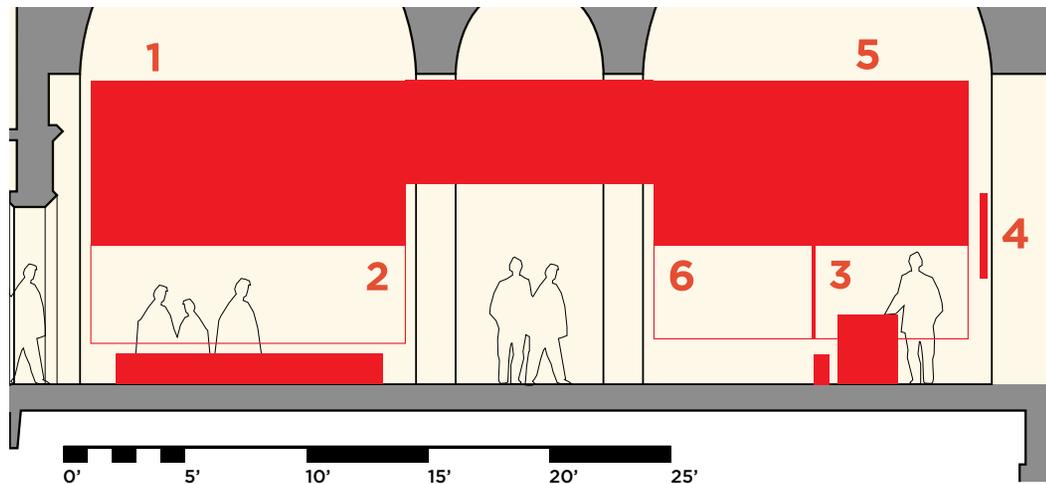
We propose bringing back two objects that have been here before, but separately and temporarily: the John Shaw flag and the ship "The Federalist." Both of these objects have strong, relevant connections to both the State House and to Annapolis. The flag is powerful symbol of Annapolis' one-time role as a capitol of the U.S. The ship symbolizes Maryland's celebration of the ratification of the Constitution of the United States and to its ongoing nautical atmosphere. Both together would immediately give a clear visual statement about the importance of this place to American history.

Finally, we strongly suggest improved lighting around the rotunda, both to light the objects and the room.

# VISITORS' CENTER



- 1** New Projection Screens Above for Videos on the State House, Annapolis and Maryland
- 2** New Benches, Capacity: 14 Adults or 18 Youths
- 3** New Brochure Shelving
- 4** New LCD Screen at Information Desk
- 5** Graphic Surfaces Above
- 6** New Retail Displays



## VISITORS' CENTER

The Visitors' Center should play a more central organization and orientation role in the new visitor experience of the State House.

### **“START HERE”**

Currently, there is no “start” destination at the State House; visitors go wherever they happen to go. A stronger “start here” presence isn't necessarily going to get used as designed every time, but it does clearly signal the sequence in which the whole place has been designed, so that visitors can come back to it and understand how it works even if they stop here partway through their experience rather than at the start. The Visitors' Center would be indicated on all maps and signs as the “start” place for historic visitors.

### **FRIENDLY FACE**

There is an ongoing need for a friendly face, a warm person to interact with on the first floor. The security staff is not trained primarily for hospitality, whereas visitors' center staff are.

### **ORIENTATION / OVERVIEW**

The State House currently has no overall narrative orientation experience. When changes to the ground floor are completed as shown elsewhere in this package, there will be added ability to orient people physically and describe the options available to them, but there will not be an overview to the storyline unless we make one.

We propose to do so here, by having an orientation film to the State House playing in this space on a constant basis, using directional sound playback to limit sound bleed. This would be very short, actually, so that the room can function well as a visitors' center, mini-theater and partial waiting space for the theater all at the same time. Five minutes would probably do it, ten minutes would be the longest.

### **MAP DIAGRAM**

A large-scale, visual, orientation map diagram of the first floor of the State House would be prominently located here. It would clearly explain at a glance the simple century-by-century thematic zoning system that will help visitors know where they are as they move through the building.

### **UPGRADED STATE TOURISM OFFERINGS**

While we propose reducing the display space here that is given to brochures, most of the change is a reduction in the oversized hidden staff areas currently behind the existing divider wall. We would propose new technology in this space like podcast stations and an LCD monitor that is refreshed from a distant programming center to show the latest about Annapolis. The result will be a more effective space for all the functions it currently serves and more.



#### **VIEW FROM LOBBY ENTRY DOOR**

This sketch shows a new, more spacious layout with additional capacity for visitors to occupy the space, ask questions, see videos and learn more about the State House, Annapolis and Maryland. Films play in the top part of the space, other information is easily accessible in the lower band, and the information desk has a new location, presiding over the room from the back. This will draw visitors in and help them use the room more effectively. As a side benefit, the architecture and outside view are no longer visually blocked.

## ORIENTATION FILM



### ORIENTATION FILM: "FOCUS ON THE STATE HOUSE"

A brief video production will play in the Visitors' Center space, with sound delivered with a directional sound playback system. The film will use a "zoom in" metaphor, and will transition visitors from the scale of Maryland, to Annapolis, to State Circle, to the State House, to the Visitors' Center, and then take them on a quick "overture" visual tour of the spaces in the State House, briefly explaining the significance of each. Visitors can keep this experience in mind as they then move through the building, and the film will enable them to focus emotionally on the stories they'll see. The "zoom in" metaphor will also position the State House as the narrative center of Maryland and of the visitor experience in Annapolis.

An edited, lower-resolution version of the film can be offered on the website as well, so that the development costs can provide a benefit in a number of different locations. The narrative outline of the film can take its cues directly from the narrative outline of the different rooms, and can repeat and reiterate the messages visitors will read and see there. This can make the entire experience the most coordinated, powerful communication tool possible.

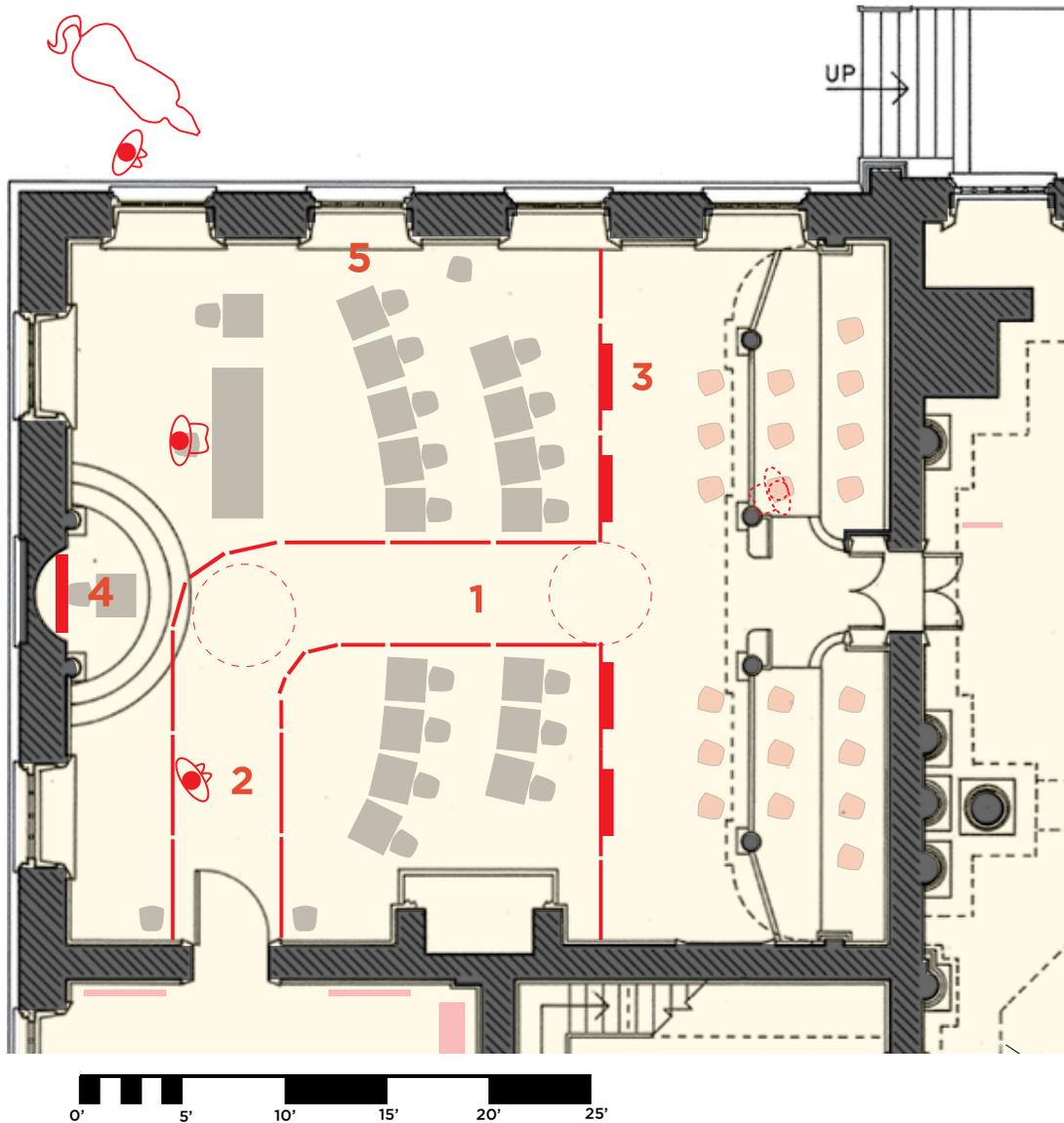
## AUDIO TOUR & CROWD CONTROL



We carefully examined a number of possibilities for audio tours, mp3 tours, podcast tours, PDA tours and other technological methods. The archives team is continuing to address this in meetings with leading audio tour providers. We concluded that cutting-edge technologies that may change quickly in the coming years (such as PDAs and podcasts) may not be appropriate for this venue. However, we have recently had great success with assisted-listening tour systems like those from Listen Technologies. These enable a guide to speak to a group of visitors through radio frequencies, and they can all hear that voice even if the guide whispers. This will reduce the noise during crowded seasons, give the guide more crowd control power, and give a warranted, existing technology to the State House at a low cost. A simple playback unit like an iPod can be patched in to give pre-canned content as well, which can be produced simply by local providers if desired. The units are rechargeable and need only modest hygienic maintenance daily.



# OLD SENATE CHAMBER



- 1** Welcome Visitors into Room and Expand Access with Stanchioned Pathway
- 2** Bring Scene to Life with Bronze “Forensic Sculptures”
- 3** Interpret Historic Scene on Wayside Panels
- 4** Hang Painting over Mantle
- 5** Open Shutters to View and Sunlight

# OLD SENATE CHAMBER

## OVERVIEW

The Old Senate Chamber is the heart of the historic tour visitor experience of the State House. The space, where Washington resigned his commission, is one of the most important interior spaces in the country. Currently, though, it is not possible for visitors to go inside it, it is very dark, because the windows are closed, and the only trace of a human form is the Washington mannequin currently on display.

## OPEN THE SHUTTERS AGAIN

We suggest moving most of the paintings to the adjacent Committee Room to permit the shutters of this room to be opened once more. This will reveal the stately and bright nature of the room as it was originally designed, and put the natural and historic context visible through the windows back into the story of this room. This will also make the exterior of the building more appealing as well.

## BRING VISITORS THROUGH AGAIN

We propose that a new pathway be created to take visitors through the room from the main lobby doors to the side door leading to the Committee Room. This will enable them to feel like they are standing in history, will offer more linear footage of interpretive labelling, and will also permit a view of an important figure up in the gallery level of this room.

## INCORPORATE “FORENSIC SCULPTURE”

Modern research and manufacturing techniques have created a new methodology that can be applied to the traditional methods of sculpture production. We call this method “forensic sculpture”; it is best seen today in projects like the life-size bronzes of all the signers of the Constitution that are on view at the National Constitution Center in Philadelphia. These are displayed standing on floor level and are touchable. Visitors walk among them. They are not artists’ visions, they are the product of

painstaking museological research to precisely determine the age-specific human features, clothing details, posture and demeanor of the personality being depicted. Though bronzes are expensive to produce this way, they are incredibly engaging and have extremely low costs of ownership and maintenance. We propose that this technique be used here to depict a few key figures that were present at the historic moment of Washington’s resignation, including of course Washington himself.



### **OPENING UP THE OLD SENATE CHAMBER**

We propose a brighter, open room that visitors can occupy and walk through. Opened shutters will help both this room and the building exterior look its best, and we can move some paintings next door. A new pathway for visitors will draw them through and make them part of history, and new “forensic sculptures” will give a hint of the human drama that played out in this space over two hundred years ago.

Interpretive wayside panels along this new pathway increase the quantity and quality of the narrative story here.



### **CHARACTERS IN BRONZE**

Using the “forensic sculpture” method described earlier, the Old Senate Chamber will become more alive with human emotion. Selected characters from that moment will be placed in the correct locations, informed by records, diaries and paintings of the time. Washington himself will be one of them, poised to read aloud the resignation speech he prepared, and which itself is on view right through the door to the Committee Room shown in this sketch. James McHenry, who wrote eloquently of the ceremony, will be seated at a table writing to his fiancée, Peggy Caldwell. Molly Ridout, from whose diary some details can be gleaned, will be perched in the upper gallery. All of the figures will be done in historically accurate, super-detailed bronze, as shown in the above image from the National Constitution Center in Philadelphia.



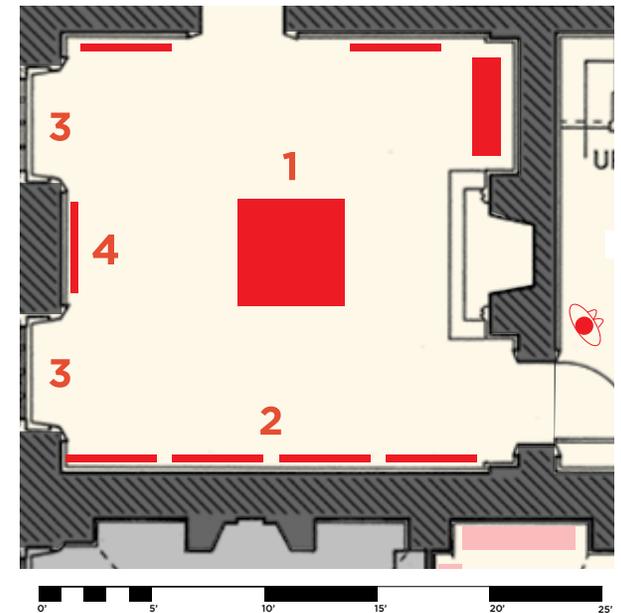
**A NEW CHARACTER LOOKS ON FROM  
THE VISITORS' GALLERY**

One of the bronze figures would be Molly Ridout, who wrote about the momentous events of the day in her journal. She will be positioned in the visitors' gallery (ladies' gallery) above the Old Senate Chamber floor. This illustrates to contemporary visitors both what her unique physical perspective would have been, and also what the implications of her location were. Originally reached by the narrow side stair in the adjacent Stairwell Room, this gallery would have been the only place that female onlookers were permitted to sit during Senate activities during the 18th century.

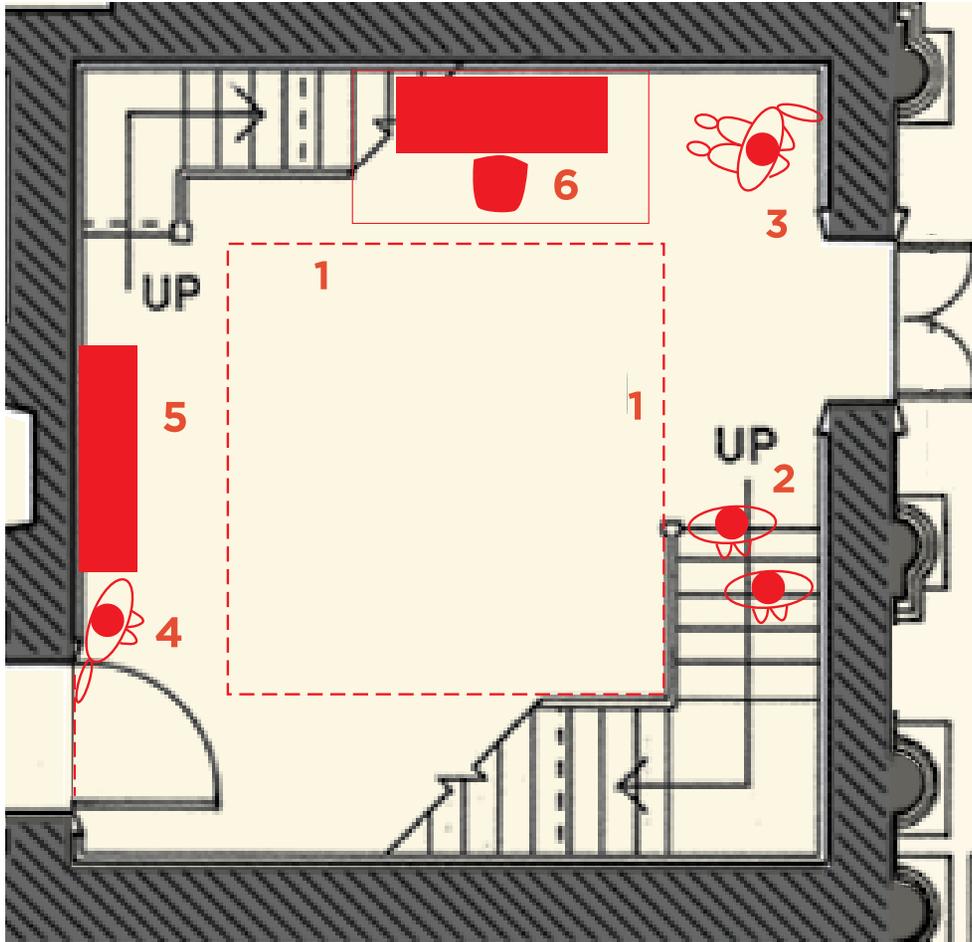
# OLD SENATE COMMITTEE ROOM



- 1** Major New Vitrine for Washington Resignation Speech
- 2** Gallery of Paintings by Charles Willson Peale
- 3** Close Shutters to Protect Paintings
- 4** Swords Moved Here

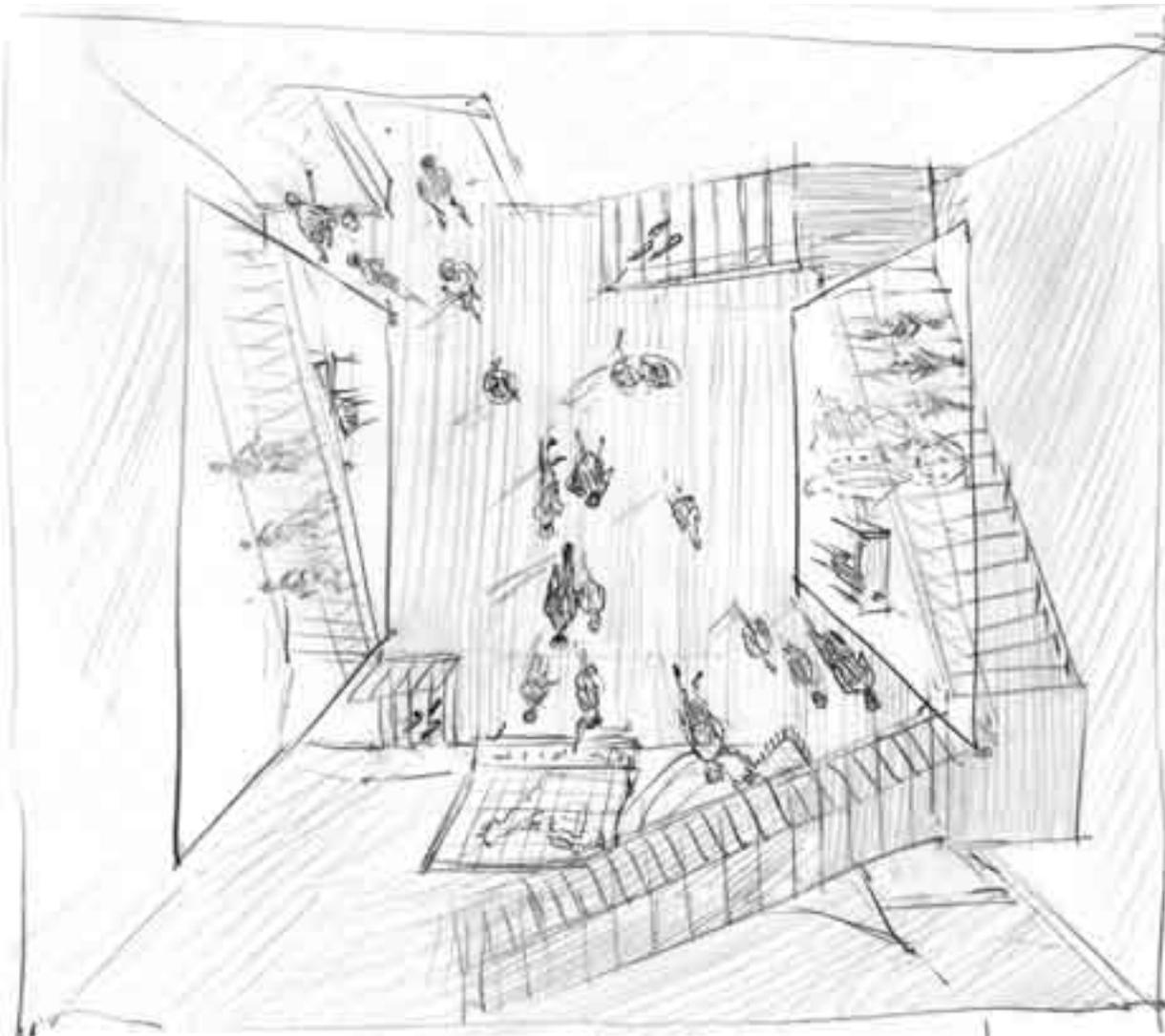


# STAIRWELL ROOM



- 1** New Floating Scrims in Front of Each Stair
- 2** Forensic Bronzes of Jefferson and James Madison Ascending the Stairs to the Dome
- 3** New Bronze “Forensic Sculpture” of John Shaw, Kneeling to Repair Woodwork at Entry
- 4** New Bronze “Forensic Sculpture” of Charles Willson Peale
- 5** Renovated Exhibit Display on Treaty of Paris
- 6** Display of Shaw Furniture Set

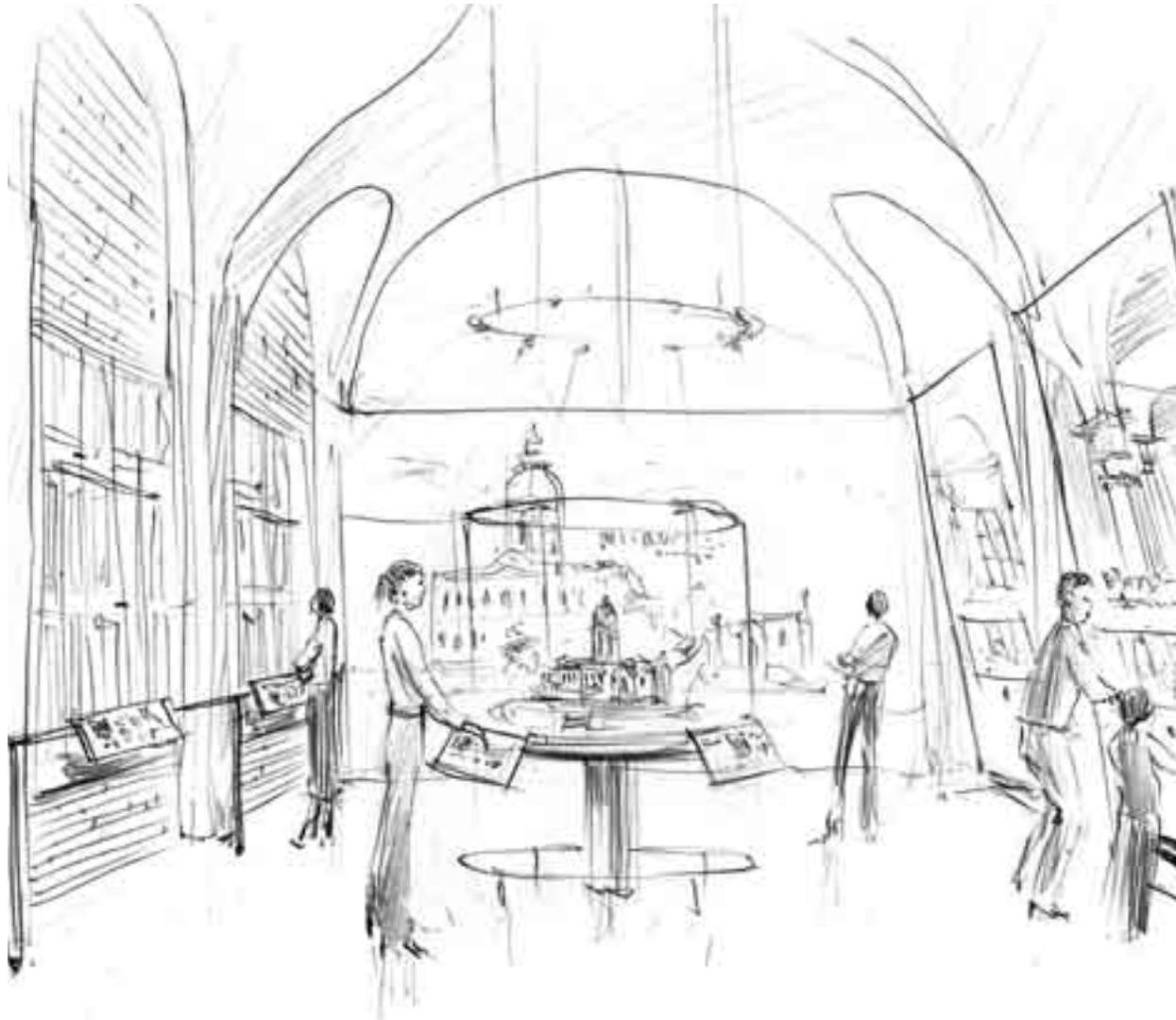




#### **HIGHLIGHT UNIQUE ARCHITECTURAL FEATURES**

The Stairwell Room is a unique and peculiar space that could tell a story of 18th century society, with a few simple but innovative approaches. Because the room is small, using the vertical dimension is a good idea. Tall scrims could be hung in front of the stairs. Projected silhouetted “ghost” figures seemingly walk up the stairs, with women climbing towards the Visitors’ Balcony of the Old Senate Chamber.

# ARCHIVES ROOM

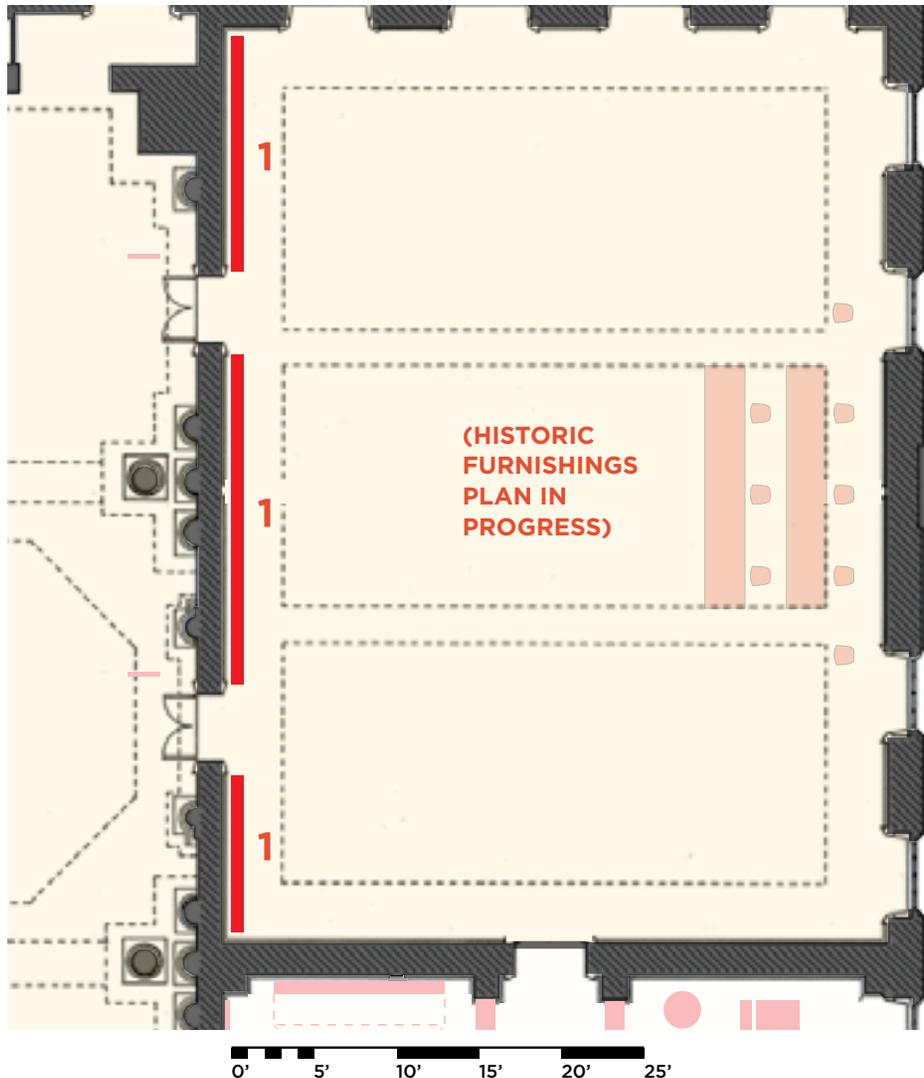


## THE STORY OF THE STATE HOUSE

The single largest, and perhaps most important, object in the collection is the building itself. This room will be dedicated to telling that story, a narrative that begins in the 18th century but transcends time, continuing to the present day. A detailed model of the State House and State Circle is the centerpiece of this small room, and a large photographic mural forms a backdrop. The mural also hides a new hidden door leading to the office behind this room that cannot be moved. The original wall and shutters of the early State House are revealed on the left, in situ, with interpretive stories and images below. On the right, a series of "video Pepper's Ghost" displays bring historic moments in the evolution of the State House to life.

Video Pepper's Ghost displays use a clever combination of angled half-silvered mirrors, miniature scenic dioramas with forced perspectives, and video screens. This combination creates a magical moving scene you peer into. Tiny human figures seem to come to life and walk across the scene, talking as they go. The design behind this is very old and tested, but the addition of video movement makes it very appealing. A description doesn't do this method justice; they have to be seen to be believed.

# OLD HOUSE OF DELEGATES CHAMBER



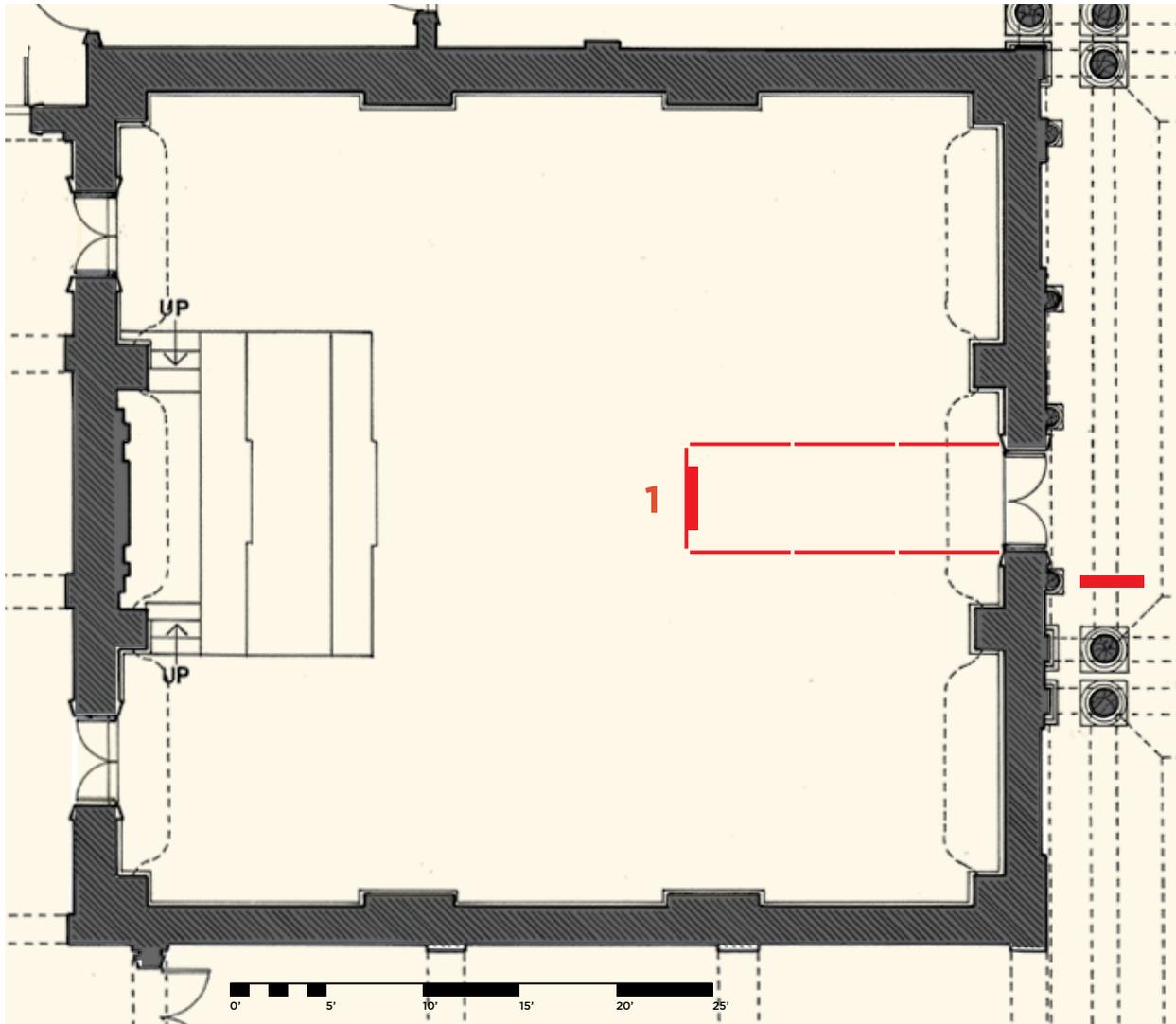
**1** Multimedia Exhibits, and Historic Furnishings, to Interpret 19th Century Maryland History

## RECREATION OF OLD HOUSE OF DELEGATES CHAMBER

A recreation of the Old House of Delegates Chamber to the period of circa 1876 will be the focus of the 19th century interpretation of the State House. This is a separately budgeted project currently underway being supervised by the Maryland State Archives in coordination with the Department of General Services. The recreated space will encompass the current rooms known as the Calvert and Silver Rooms. A structural evaluation is underway, concurrent with the development of an historic furnishings plan being developed by an outside consultant based on photographic documentation of the room as it appeared in 1876.

Exhibits installed along the back wall of the room will engage the visitor with interactive visual and audio interpretation of events in 19th century Maryland legislative history. These interpretive experiences will be integrated into the overall exhibition plan for the building, and will provide the visitor with a context for exploring events in 19th century Maryland history that were affected by the legislative debates that occurred in this room.

# SENATE CHAMBER



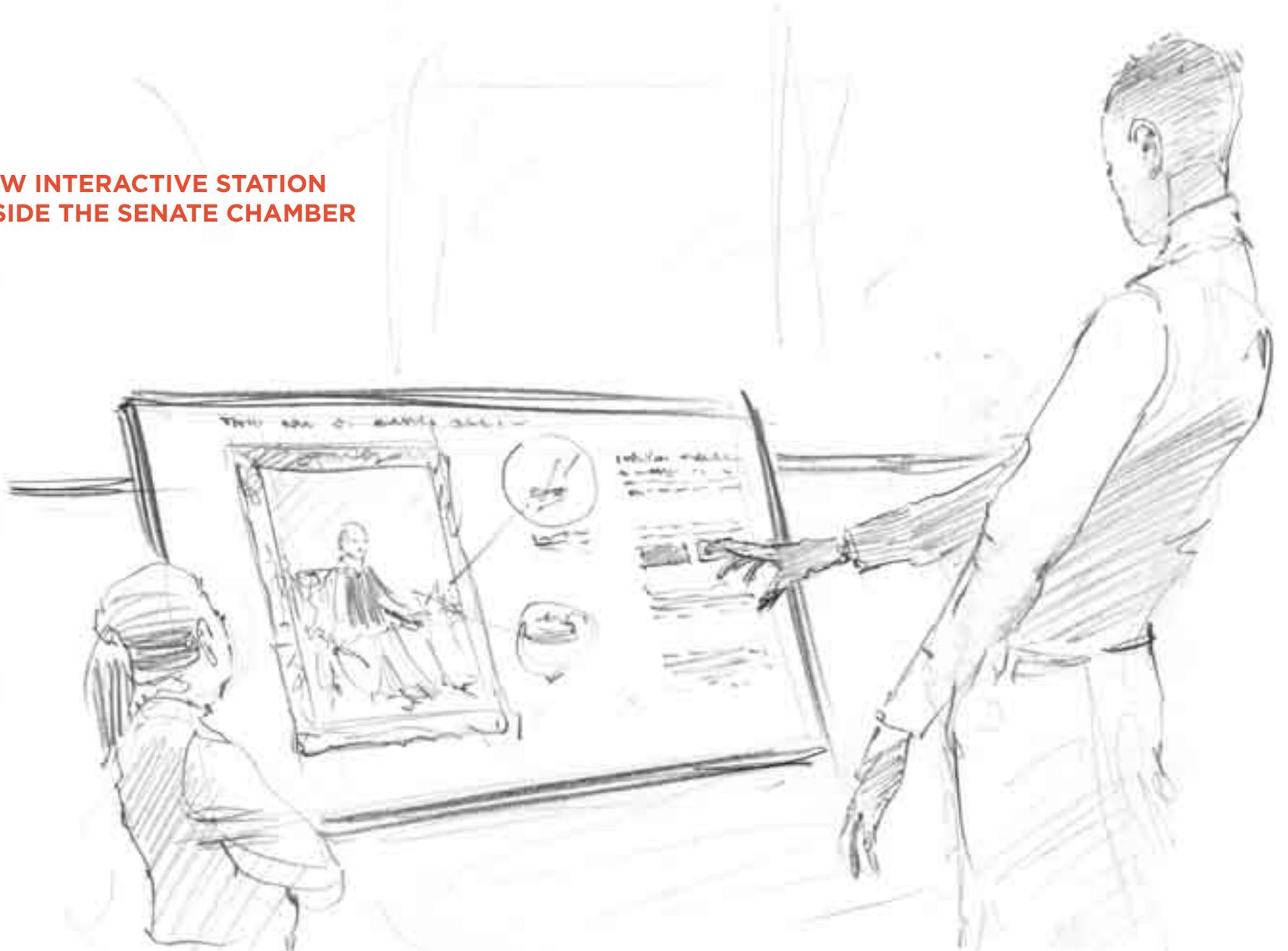
**1** New Demountable 30" High Glass Partition with Interpretive Information Panel

## **TELLING THE TALE OF A POWERFUL ROOM**

The Senate is a grand room, full of visual elements that connote the significance of the events that happen there each year. Because it is a working room during session, permanent exhibits that are a key stop in the visitor tour cannot be set inside the room. Instead, we propose a portable interactive caption system, with elegant, lightweight, portable glass barriers, to allow visitors during the rest of the year to come inside and learn. During session, this station would be outside the room, but would be designed to work there as well.

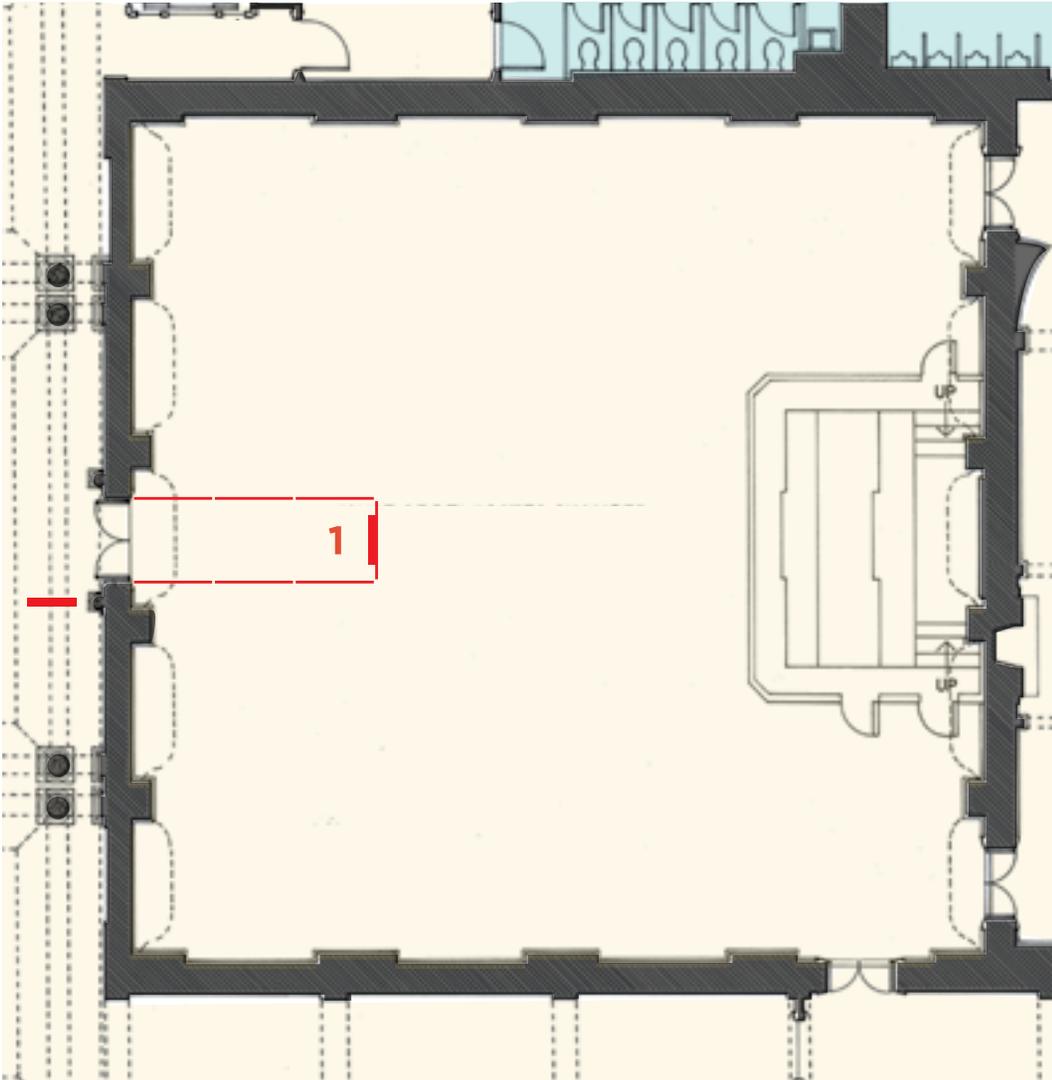
The interactive touch screen, which works like an ATM interface but is much bigger, will have two modes that the visitor can choose. First, one mode uses words, images, diagrams and short videos to explain the legislative process that happens in this room during session. The emphasis is on the modern process, since the historic process is covered elsewhere in the building. A second mode gives an interactive tour of the significant artwork in the room, which currently visitors can only see from a distance.

**NEW INTERACTIVE STATION  
INSIDE THE SENATE CHAMBER**



# HOUSE OF DELEGATES CHAMBER

1 New Demountable 30" High Glass Partition With Interpretive Information Panel





### **A STORY OF GOVERNMENT AND ARCHITECTURE**

The House of Delegates Chamber, the largest space in the State House, was recently renovated and has an elegant Tiffany glass skylight in the ceiling. Because of this unique atmosphere, the second mode in the interactive station in this room will be a guided tour of the architecture of the space. The first mode, as in the interactive in the Senate, will explain the activities that occur in this room during session, with emphasis on the current-day action rather than the historical.

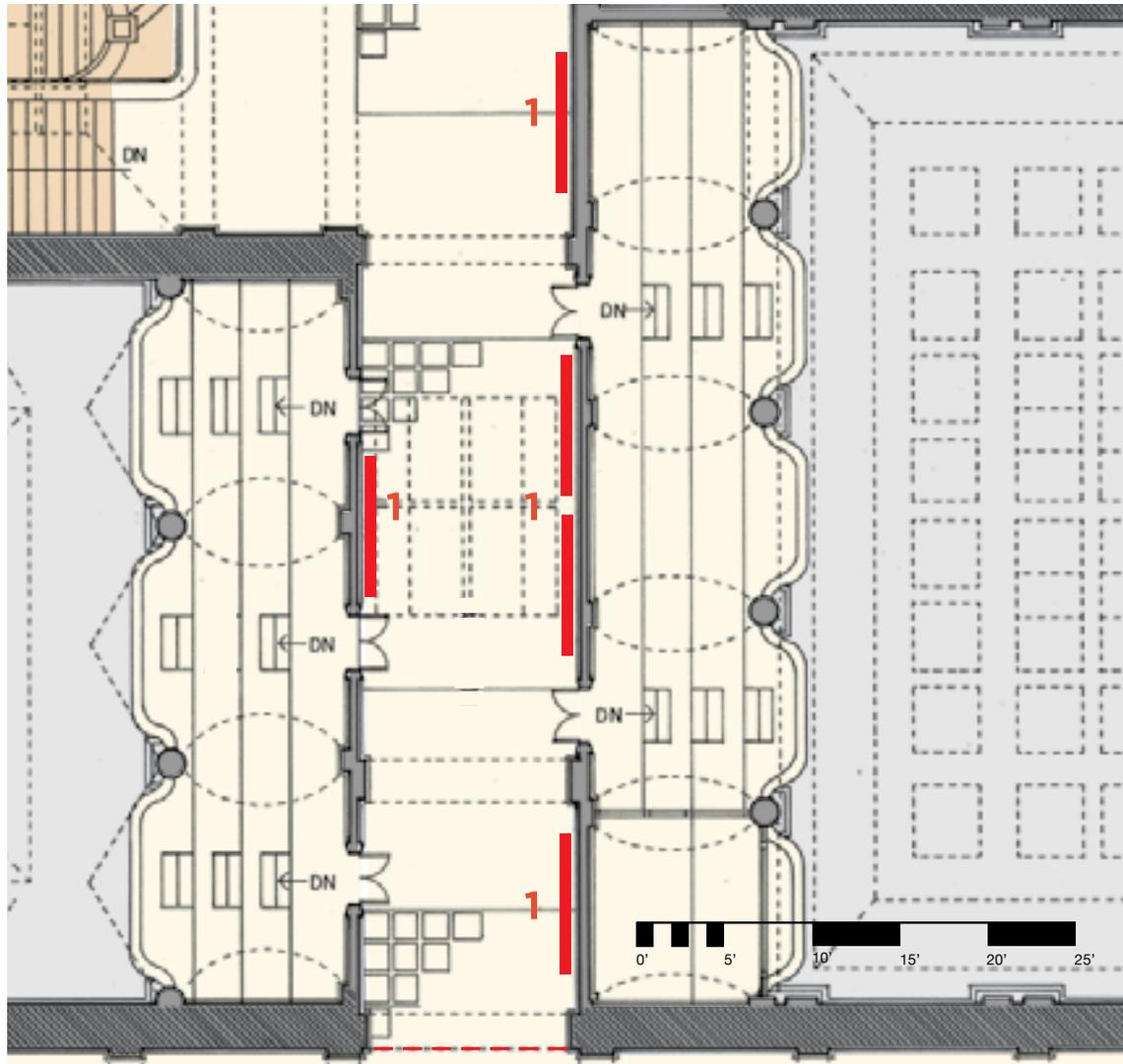
SECTION 9

# SECOND FLOOR

## SECTION 9

# SECOND FLOOR

The second floor, where the offices of the Governor and Lt. Governor are located, is not as open to the public as the lower floors are. During session, tour groups coordinated by the Department of Legislative Services often come up to this level and go into the galleries to view a session in progress. However, these galleries are not handicap accessible, and cannot be made so easily. We studied this issue at some length, and concluded that the best approach would be to make better use of the circulation spaces here (the hallway) but not add new elements to the gallery overlook.



1 Interpretive Panel Displays to Explicate the Adjacent Legislative Offices



### **AN INTERPRETIVE HALLWAY**

The existing hallway upstairs, which is the common space shared by the Senate, House of Delegates, Governor's office, and Lt. Governor's office, will play host to a series of impressive, grand panel displays that explain the workings of the rooms off this main space. The content here will relate to, and intentionally repeat, the content in the interactive stations in the Senate and House of Delegates spaces downstairs, so that visitors during session will be sure to get some of that same information even without going into these busy rooms.

## SECTION 10

# HVAC & LIGHTING

The main emphasis of our study has been on new exhibits, site furniture, architectural graphics and interactive experiences. Our scope did not include an extensive engineering study of some additional pressing issues that the State House faces and must be looked at soon.

Our proposed exhibit displays gather as many valuable objects and fragile things as possible into a finite number of spaces, so that they can be protected and preserved best. However, without also implementing a “museum grade” HVAC system, the lifespan of valuable collection objects, like the Washington resignation speech document, will not be as long as it could be. We recommend an HVAC study, at least in these specific exhibit display rooms, if not in more rooms.

The existing lighting system would also benefit from study and improvement. The historic interior spaces, such as the Old Senate Chamber, the Rotunda and the Stairwell Room, are currently dim, and new lighting would visually elevate the historic importance of these spaces. Likewise, the exterior of the building, particularly the walking paths and historic façades, would become much more appealing with strategic landscape lighting.

SECTION 11

# APPENDICES

- BUDGET
- INTERVIEWS



# BUDGET

Design and Implementation Costs for State House, Grounds and Old Treasury Building Master Plan for the Visitor Experience to the State House: Budget Estimates and Responsibilities

## OPERATING COSTS IDENTIFIED IN MASTER PLAN

OPERATING BUDGET PROJECTS MASTER PLAN IMPLEMENTATION	DESIGN COST	PRODUCTION/ INSTALLATION COST	TOTAL COST
Branding design development (including logo & color scheme and printed materials)	\$55,000	\$30,000	\$85,000
Web site redesign	45,000		45,000
Web site database backend Gallery system		100,000	100,000
New interior exhibits, planning and design	600,000		600,000
New exhibits, images, displays, cases, bronze sculptures and Visitors' Center		1,560,000	1,560,000
New signage, banners, awnings, graphics, landscape interpretation: exterior & interior	175,000	725,000	900,000
Orientation film for Visitors' Center	60,000		60,000
AV hardware for Visitors' Center		75,000	75,000
Audio guide content	25,000		25,000
Acoustiguide hardware		25,000	25,000
Listen Technologies hardware, 40 sets		25,000	25,000
<b>TOTAL C&amp;G RECOMMENDED PROJECTS</b>	<b>960,000</b>	<b>2,580,000</b>	<b>3,500,000</b>

## CAPITAL COSTS TO BE IDENTIFIED

CAPITAL BUDGET PROJECTS MASTER PLAN IMPLEMENTATION	DESIGN COST	PRODUCTION COST	TOTAL COST
Walkways replacement/improvement			
Entrance improvements on ground level, including new trash area, glass doors and glass panels, redesigned security			
Upgraded security for artwork and historic furniture			
New exterior seating areas and landscaping			
Upgrade of exterior and interior lighting			
Guards kiosk on ground level			
New ladies room on ground level			
New first aid room on ground level			
<b>TOTAL DGS CAPITAL PROJECTS</b>			

# TOUR OPERATOR INTERVIEW HIGHLIGHTS

During the project, C&G Partners interviewed numerous subjects. For example, we conducted several rounds of interviews with contacts at private tour operators in Annapolis to learn more about the way they lead and manage tours to the State House, and how they think the visitor experience could be improved. The following are notes from those conversations.

## **TOUR OPERATOR #1**

### **WHAT IS A TYPICAL GROUP SIZE, AND WHO IS YOUR AUDIENCE?**

We try to limit groups to a 1:20 ratio of guides to visitors. We lead a lot of school groups.

### **DO YOU HAVE A BUSY SEASON?**

We believe the State House is most crowded during the “school season,” from mid-April through first week of June. The visitor crowds are both our groups and others coming on their own. A typical Mon-Fri week may see 35 of our guides leading groups each morning. We often try to time our tours among themselves.

### **WHAT IS BUSINESS LIKE DURING THE REST OF THE YEAR?**

Business is about 10% of what it is during the busy season. Some days will pass without any tours at all.

### **HAVE YOU NOTICED ANY TRENDS IN BUSINESS?**

Business has been slowing down over the years. We guess that it’s because schools can’t afford the trips as much as they used to, and because the schools and visitors have more destination options.

### **DO YOU HAVE ANY PLANS TO CHANGE TOUR OPERATIONS?**

No, none that we foresee now.

### **WHAT ARE YOUR THOUGHTS ON THE POSSIBILITY OF PULSING THE VISITOR ENTRY?**

Even though things can get crowded sometimes, we think keeping the State House open to everyone all the time is better than controlling the throughput by pulsing the entry, because long lines may form and deter visitors, and because such regulations will penalize those who follow them when others don’t.

### **WHAT DO YOU AND YOUR GUIDES THINK COULD BE CHANGED TO IMPROVE THE VISITOR EXPERIENCE?**

We would like to see the training of the security guards improved, regarding both security policy and guest hospitality. Guides have received mixed messages about what visitors can and cannot bring; some guards check ID, some don’t. Mostly, though, the guards aren’t as polite or delicate about handling situations as it might behoove them to be. Security inconsistencies can also take time away from the tour itself.

## **TOUR OPERATOR #2**

### **WHAT IS A TYPICAL GROUP SIZE, AND WHO IS YOUR AUDIENCE?**

We will typically have 12-15 visitors per guide. We mostly target and lead adult groups, though some kids groups on occasion, as well.

### **DO YOU HAVE A BUSY SEASON?**

Yes, we call it “the season,” from mid-March through October, when the weather is nice. During this period, we give our historic district tour about 10 times a week, and guide other private tours once a week. Our district tour is our regular tour, on which we visit many sites like St. Anne’s Church and Kitchen. The State House is a stop among these destinations. We also offer “specialty” tours, such as a “Washington’s Resignation” tour in December (for the anniversary), which stops in the Old Senate Chamber. There is also a “Women’s Tour,” for which we also stop in the Old Senate Chamber and see the women’s gallery.

### **WHAT IS BUSINESS LIKE DURING THE REST OF THE YEAR?**

The wintry months are the slowest for business. In Nov, for example, we’ll lead one tour a day, Fri-Sun. December sees even fewer tours than that.

### **HAVE YOU NOTICED ANY TRENDS IN BUSINESS?**

This is only our second year of operation, but we believe tourism in Annapolis is down in general.

### **DO YOU HAVE ANY PLANS TO CHANGE TOUR OPERATIONS?**

We are always tweaking but no major changes are planned.

### **WHAT ARE YOUR THOUGHTS ON THE POSSIBILITY OF PULSING THE VISITOR ENTRY?**

We believe they should still leave the State House open to the public at all times, but maybe groups of 10 or more should be scheduled in advance; or perhaps entry should be restricted not by time, but by throughput (e.g. set a max cumulative number of people inside at any given time).

### **WHAT DO YOU AND YOUR GUIDES THINK COULD BE CHANGED TO IMPROVE THE VISITOR EXPERIENCE?**

Please make the Old Senate Chamber more accessible! Sometimes the State House staff (?) will unlock one side of the men’s gallery in the chamber and let visitors sit down, which they really appreciate—both to rest and experience the room. It would be great if that could

## **TOUR OPERATOR #2 (CONTINUED)**

always be the case. We would like to know if the women's gallery could also be opened to the public. At the very least, it would be nice if the barred-in viewing areas could be expanded, because everyone wants to see inside the Chamber.

### **WHAT ELSE DO YOU AND YOUR GUIDES THINK COULD BE CHANGED TO IMPROVE THE VISITOR EXPERIENCE?**

The steps to the front door (i.e. the Lawyer's Mall entrance) are very steep, particularly for our senior visitors, but only handicapped visitors are allowed to take the below-the-stairs entrance.

### **DO YOU HAVE ANY OTHER FEEDBACK?**

The security guards are inconsistent in their attitudes towards the visitors. We would also appreciate if security would hold onto the objects that aren't allowed in the building, instead of just throwing them away. Maybe it would be easier to service the public in these ways if just one entrance were designated as the main entrance, and the guards assigned there were always the same ones, enforcing the same policies, etc.

### **WHAT DO YOU THINK ABOUT THE IDEA OF PROVIDING AN AUDIO TOUR SYSTEM TO GUIDES?**

We really like that idea, and in fact we have been thinking about getting a set for our guides to use on their tours in general (not just at the State House).

### **DO YOU HAVE ANY OTHER SUGGESTIONS?**

Setting a visitor route through the State House, among the exhibits, might help to organize the public.

## **TOUR OPERATOR #3**

### **DO YOU LEAD ANY TOURS?**

No, we do not any lead tours. We are a museum and orientation center. However, we have “tour partners” to whom we refer visitors, such as walking tours, horse and carriage tours, and the trolley. We also recommend the SH to visitors because there are free public tours at 11AM and 3PM with costumed guides. We also provide self-guided audio tours (using audio wands) out of our center. The SH is one of the stops on that tour.

### **DO YOU HAVE A BUSY SEASON?**

Business is busiest during the summer, particularly around the 4th of July. (On a side note, the contact to whom Laura spoke is also a part-time, costumed guide for Tour Operator #2. As a guide, he says business is busy around July 4th, too, and October is also a big month for groups.)

### **FROM YOUR PERSPECTIVE AS A TOUR GUIDE, IS THERE ANYTHING YOU THINK COULD BE CHANGED TO IMPROVE THE VISITOR EXPERIENCE AT THE STATE HOUSE?**

I would like to see improvements made to the SH security, who are often impolite and underequipped. It would also be great to be able to use the chairs in the Old Senate chamber on a regular basis.

# SPECIAL THANKS

## THE MARYLAND STATE ARCHIVES

Dr. Edward Papenfuse  
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