

SOCIETY OF ARCHITECTURAL HISTORIANS

NEWSLETTER OF THE NORTHERN CALIFORNIA CHAPTER SOCIETY OF ARCHITECTURAL HISTORIANS

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Spring 2020

Early this year, the NCCSAH board of directors began planning for a spring program to take place on May 22. We are now all well aware that hunker-down-at-home orders have upended that plan. The board decided, nonetheless, to send out this newsletter, if only to maintain contact with you, the members, at this stressful time. We hold out the possibility of being able to stage this tour in the months ahead. Stay tuned.

Historic Iron Works and Mid-Century Civic Center On Agenda for Spring Program in Silicon Valley

Exploring program options close to home, once again, NCCSAH will present a spring offering, a day in May, in the city of Sunnyvale. Once a thriving agriculture center in Santa Clara County, known as “the valley of heart’s delight”, Sunnyvale began its evolution into one of the tech centers of today’s Silicon Valley during World War II.

In fact, however, heavy industry first made its appearance in the town early in the 20th century. After the 1906 earthquake and fire destroyed the San Francisco offices and foundry of the Joshua Hendy Iron Works, the company relocated its operations to land offered by the Sunnyvale Land Company.



*Photo: Joshua Hendy Iron Works Museum
Wikimedia Commons*

We will tour the historic iron works in the afternoon of Friday, May 22. Due to an ongoing structural upgrade, we may be able to view the historic foundry building interior only through an entryway. However, we will have an illustrated talk on the iron works inside one of the historic buildings and will have access to some World War II era buildings, as well. Museum director Eric Thomas will lead a tour of the Iron Man Museum, which illustrates the historic Hendy Iron Works and its successor companies Westinghouse Electric and Northrup Grumman Marine Systems (current owner of the plant).

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Early 20th Century Machine Works Foreshadows Transformation of Santa Clara County

English-born Joshua Hendy (1822-1891) emigrated to America around 1835. By 1849, news of the Gold Rush drew him to San Francisco. Not tempted to join the great numbers of prospectors hoping to get rich quick in the Sierra gold fields, Hendy sought to profit from the long-term opportunities California offered enterprising individuals. His early ventures included sawmills and a steamship line between San Francisco and Alaska.

Once the first flush of gold fever had peaked, corporate mining interests took control of the California gold fields. Drawing, perhaps, on his experience as a blacksmith years earlier, in Houston, Hendy quickly stepped in to supply the resulting demand for heavy mining machinery that was being met by eastern manufacturers. In 1856, he purchased property at Bay and Kearny Streets in San Francisco, where he built the Joshua Hendy Machine Works. The plant produced hydraulic nozzles for water canons that were used to direct water under high pressure at hillsides, to break down and release large amounts of soil that could be run through a sluice to recover the gold.

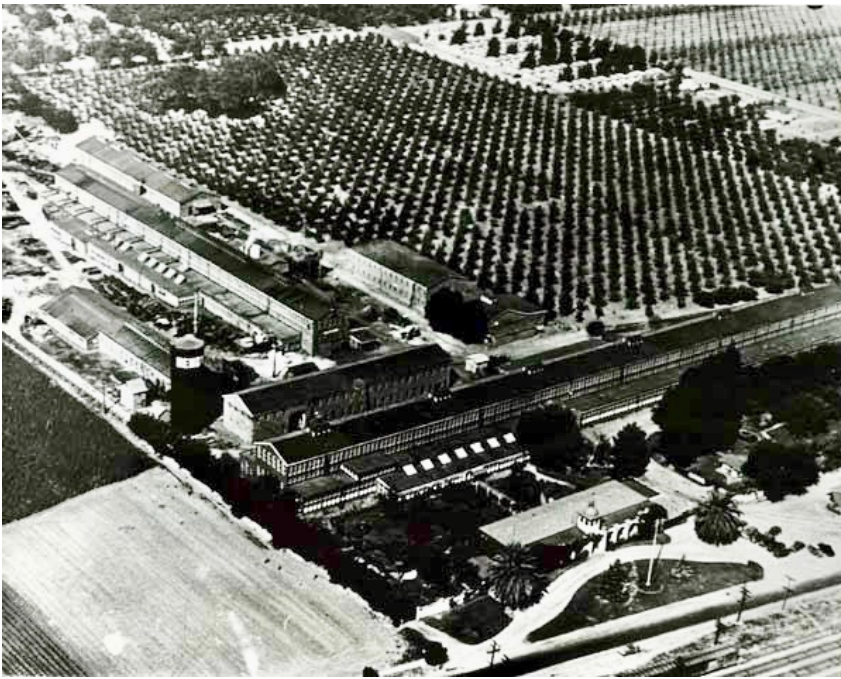
By the time such techniques were outlawed in California, in 1884, because of adverse impacts on downstream communities and agriculture, Hendy was supplying hydraulic equipment for other uses and had branched out into other lines of production, including equipment for sawmills and creameries. Mining equipment, though, continued to be a focus for the company.

In 1889, the company built a larger and more modern machine shop and foundry at the Bay and Kearny Streets property. When founder Joshua Hendy died in 1891, nephews Samuel and John Hendy took over the business. Samuel died in the fire that resulted from the 1906 earthquake, and that disaster destroyed not only the Hendy buildings but all the foundry's equipment, as well. As the company executives pondered their options for rebuilding, the enterprising town of Sunnyvale offered 32.29 acres of free land adjacent to the Southern Pacific Railroad mainline between San Francisco and San Jose. Hendy accepted and made the move quickly.

In 1907, *The Architect and Engineer* stated, in an article titled, "*The Hendy Company's Great Plant*", that the pattern shop at the new site was operational by November, 1906, and the foundry by January, 1907. The main buildings formed a quadrangle with the Mission Style administration building in front, facing the railroad tracks. The Sunnyvale complex enclosed nearly 155,000 square feet in eight buildings. A 70-foot high water tank emblazoned with the company name became a local landmark visible for miles around. The Hendy



Bird's-Eye Views of San Francisco - No. 10. North Point and Sea Wall from Telegraph Hill (1891). Britton & Rey Collection, San Francisco History Center, San Francisco Public Library. Joshua Hendy Machine Works at red arrow



Hendy Iron Works, Sunnyvale, c. 1907. Orchard and plowed fields surround the foundry, and S.P. mainline tracks cross, lower right. Domed building in lower right quadrant is illustrated on page 1. Photo: Sunnyvale Historical Society

sales office and corporate headquarters remained in San Francisco.

The greatly expanded production facilities allowed Hendy to increase its international leadership in the field of mining equipment, marketing its products in Alaska, Canada, Russia, the Dutch East Indies, the Philippines, China and Japan. Hendy hydraulic nozzles were used in the regrading of the Seattle waterfront and in construction of the Panama Canal.

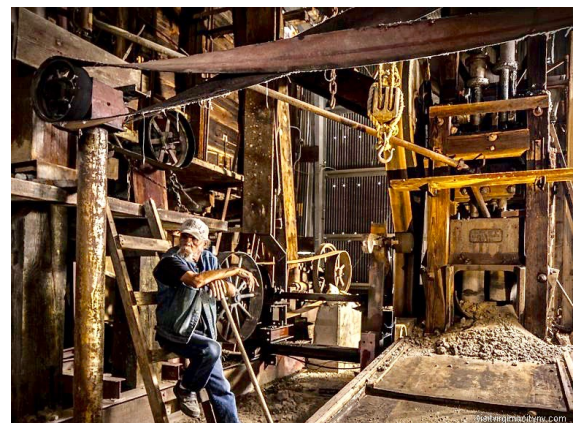
The company also extended its line of equipment to include the valves and gates used for flood control, irrigation and power projects throughout the world, as well as ornamental ironwork for lampposts, manhole covers and fire hydrants. Hendy produced lampposts for cities throughout Santa Clara County, as well as the famous ornamental lampposts on Grant Avenue in San Francisco's Chinatown and the neo-classical "Path of Gold" lampposts on Market Street.

During America's participation in World War I, Hendy, employing crews of 400 to 500 men on round-the-clock shifts, produced marine engines. Riding the wave of war-time production, the company continued to prosper into the 1920s with a number of new products, including water wheels, turbines, and parts for dredges and diesel engines. The crash of 1929, however, led to a significant decline in the demand for heavy equipment, and Hendy's business fell off sharply.

Supplying products for large public works projects like Boulder, Grand Coulee and Hoover Dam sustained the company for a time, but it went into receivership. Bank of California, which took over Hendy, kept it running until November 1940, when, with the backing of Six Companies, a consortium of construction industry giants formed in 1931, Charles Moore, owner of San Francisco's Moore Machinery, bought the company, likely intending to sell off the assets.

However, passage of the Lend-Lease Act in 1941, providing funding for cargo ships, altered the scene substantially. Moore moved quickly to seize the opportunity, and Hendy got a \$10 million contract to build engines for Liberty Ships. With an additional \$1.3 million from the government the company built new facilities, increasing the size of the Sunnyvale plant to 55 acres. Once the United States entered the war at the end of 1941, production soared. At its peak, the Hendy Iron Works, operating 24/7, employed 7,500 workers.

Moore developed innovations and efficiencies on the assembly line that cut the production time of a cargo ship engine from 4,500 man hours to 1,800. Hendy became the world's fastest and largest



The stamp mill viewed on NCCSAH's Virginia City tour last year, was a Hendy product. Photo: visitvirginiacity.com

—continued on page 10

From Farm Town to Tech Center: Sunnyvale Fulfills Founders Dream as “The City of Destiny”

The early development of Sunnyvale is largely due to the vigorous promotional efforts of real estate entrepreneur Walter Everett Crossman. In 1897, Crossman purchased 200 acres in the vicinity of the San Francisco & San Jose Railroad station (today's Sunnyvale Caltrain depot) from the pioneer Murphy family. Crossman laid out streets for his subdivision platted in one-acre lots for a new town named “Murphy”. He later added to his land holdings in the area and formed the Sunnyvale Land Company to encourage more investors.

Fred Connell opened a general store near the depot, marking the beginning of downtown Sunnyvale. The post office in the store became known as “Encinal” rather than Murphy. In 1901, because other California towns already had the names Murphy *and* Encinal, the U.S Post Office required a change, and local residents and promoters decided on “Sunnyvale”.

Crossman developed an ambitious marketing plan to make Sunnyvale into a factory town that combined both agriculture and industry. In his promotional literature he referred to the new town as “The City of Destiny. He ran ads in national magazines promoting Sunnyvale and offered free train rides for potential residents interested in buying a lot (priced from \$150 to \$200).

Initially, like the great Central Valley of California, agriculture in the Santa Clara Valley was primarily wheat farming. California was one of the world's great bread baskets, until competition from midwestern states and Canada encouraged the more profitable cultivation of fruits and vegetables. With advances in food processing and canning, by the end of the 19th century, wheat had yielded to summer fruit cultivation.

One of the first companies Crossman attracted was the Madison and Bonner Dried Fruit Packers, which opened a plant near the Sunnyvale depot in 1904. The building later became a distribution center for the California Packing Corporation (today's Del Monte Foods).

The 1906 San Francisco earthquake and fire was a major turning point in Crossman's promotion of Sunnyvale. In the reconstruction period, many residents and businesses fled to the surrounding counties where there was little if any damage. Crossman stepped up his promotional efforts to build his “factory town” by offering free land to companies that would relocate and build in Sunnyvale.



Photo: heritageparkmuseum.org

Pre-Gold Rush pioneer, Martin Murphy, Jr., arrived in California with his father, in 1844, reportedly on the first wagon train to cross the Sierra. In 1850, he purchased a portion of a Mexican land grant at what would become Sunnyvale and took up wheat farming. Soon after, Murphy erected a house on the property. Milled in Maine and shipped around the Horn, it was reputed to be the first wood frame house in Santa Clara County.

The last family member to reside in the house sold it to the City of Sunnyvale in 1953, with the intention that it be preserved. Although a designated city landmark since 1960, and despite opposition from citizens, the house was demolished in 1961 to make way for the Central Expressway. (And weren't *those* the days, when highways ruled California!) The Sunnyvale Historical Society reconstructed the house on ten acres of land donated by the City of Sunnyvale, and it opened in 2008 as the Sunnyvale Heritage Park Museum. heritageparkmuseum.org



*Aerial view of Libby's Cannery.
Photo: With permission of Sunnyvale Historical Society*

The largest and most significant company Crossman attracted was Joshua Hendy Iron Works. At the end of 1906 the Sunnyvale Land Company deeded 32 acres to Hendy, whose buildings in San Francisco had been destroyed by fire in 1906. The Hendy plant is considered to be the first heavy industry to operate in Santa Clara County and was at time the largest foundry in the Western United States.

Other major companies that came to Sunnyvale just after 1906 included Libby, McNeil & Libby. The Chicago-based meat packer, responding to the land company's vigorous promotional efforts, opened a fruit and vegetable cannery west of the railroad station, in 1907. It was Sunnyvale's largest employer in the early 20th century.

As part of its efforts to promote development the Sunnyvale Land Company actively campaigned to incorporate the town of Sunnyvale. As the result of a special election Sunnyvale was incorporated on December 24, 1912. Although Crossman retired to Southern California in 1915, Sunnyvale Land Company continued to promote the town as pro-growth and pro-industry. Despite these efforts the local economy remained primarily based on agriculture and food processing. Crossman's dream of developing a "factory town" was at best a modest success.

In the depression years of the 1930s many Sunnyvale companies, including Joshua Hendy Iron Works, laid-off workers and some filed for bankruptcy. Yet during those years, there appeared an early—and dramatic—sign of the coming transformation of the Santa Clara County economy into a center of tech and defense-related industry. That was the opening of Moffett Field, in 1933, emphatically announced by the con-

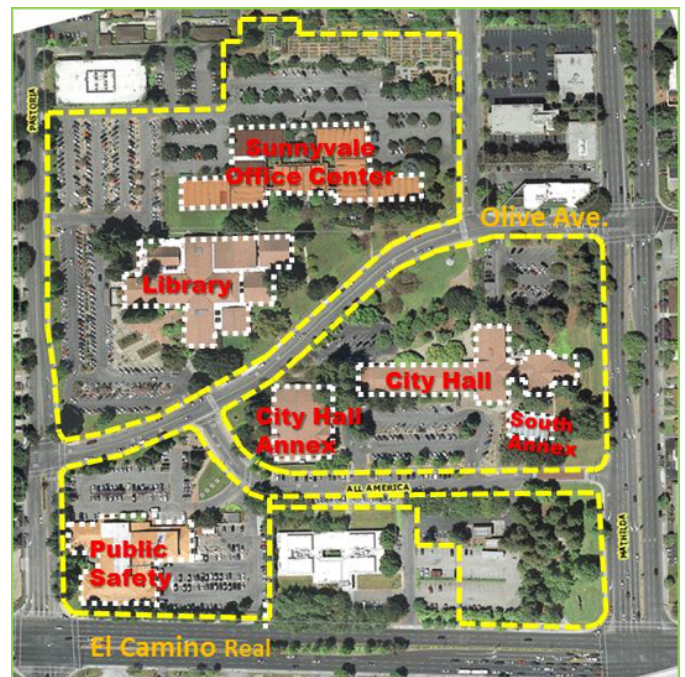
struction of a massive hangar for dirigibles. (See sidebar on page 7)

World War II accelerated the transition. The Federal Government designated Sunnyvale a "Critical Defense Area", and production to support the war effort led to tremendous economic growth, employing thousands of people.

After the end of World War II, in 1945, economic activity seriously declined in Sunnyvale while local industries re-tooled for peacetime production. As one example of this transformation, Westinghouse Electric purchased the huge Joshua Hendy plant and converted it to the manufacture of industrial electrical products.

Postwar growth stimulated the demand for housing, and one who seized on this opportunity was innovative home builder Joseph Eichler. In 1947, he purchased the Sunnyvale Building Company, which became Eichler Homes, and over the next twenty years constructed more than 11,000 homes, including 1,100 in Sunnyvale.

From 1950s to the 1960s, Sunnyvale pursued a city plan that created an attractive environment for new industry. As the result of a concerted effort the city attracted twenty-eight new industries in



Current Sunnyvale Civic Center campus. Melody Tannam Graphic Design. www.opentownhall.com, OpenGov, Inc., 2020

the 1950s and became known as “the industrial heartthrob of the area”.

Reflecting this post-war economic expansion, Sunnyvale became one of the fastest growing cities in the United States. The 1950 census pegged the city at 9,829; by 1960 Sunnyvale was home to 52,898. In the next 20 years the population doubled. The most recent estimate (2018) is 153,185.

In response to explosive growth the Sunnyvale City Council formed a committee in 1955 to develop a plan for a civic center that included a new city hall, library and other municipal buildings. The existing Mission Revival Style City Hall constructed in 1926 had become inadequate given Sunnyvale’s greatly increased population and concomitant demands on the local government.

Architect Milton Pflueger (Timothy’s younger brother) presented a civic center plan to the City Council on June 29, 1955. The plan was to be developed over a number of years with a new city hall to be built first as the main focus of the complex. Pflueger was hired to design the city hall and a library; Robert Royston conceived an extensive landscaped setting for the buildings.

In 1956, voters approved a bond issue to fund the costs of land acquisition and construction of the civic center. Work on the new city hall began in late 1957. It was dedicated on November 11, 1958, and soon after, Milton Pflueger began work on the Sunnyvale Main Library. Founded in 1914, the city’s library had been located in the old city hall. The new library, opened to the public on November 7, 1960, has undergone five major additions—two in 1969-70 and three in 1983 and ’84—substantially altering the cruciform plan of the original 1960 design.

The Sunnyvale Office Center (1963), while part of the Civic Center plan, was built by a private developer. The architect was Tallie Maule of San Francisco. The center consists of seven single-story wood-frame buildings that provide office space for lawyers, accountants and other professionals having business with the city. The distinct structures are linked by their modular design, outdoor covered walkways, garden courts and the landscaping.



*Illustrations, top to bottom:
Sunnyvale Office Center, Tallie Maule Collection,
Environmental Design Archives, UC Berkeley.
Office Center, Photo: Ward Hill
Library, Sunnyvale Civic Center, Milton Pflueger architect.
Photo: Ward Hill.*

The realization of Royston's Civic Center landscape plan evolved over approximately 15 years, from the mid-1950s through 1970. A central lawn is the focus of the campus, and the imagery of the architecture and the landscape reference the post-World War II suburban setting of the Peninsula. Planting beds and islands contain a variety of small trees, shrubs and ground covers, and larger trees including Canary Island pines, oak, beech, horse chestnut, magnolia, sweet gum, ginkgo and redwood. Although plantings changed over time, replacement vegetation has been mostly consistent with Royston's original specifications.

Last summer, capping a four-year process, the Sunnyvale City Council approved the schematic design and budget for the first phase of construction of a new civic center. Work is expected to start this summer, with anticipated completion by 2023. The first stage calls for demolition of the existing city hall and its two annexes, as well as the Office Center (1963). In a later phase, the library (1960) will be retained but moved to a different location. The Public Safety Building (1970, remodeled 1984) will remain and undergo renovations and construction of an 11,300-square foot addition. The fate of the library seems unsettled. The plan is for demolition and replacement, although the EIR states, "Alternatively, the existing library would be renovated instead of demolished, and up to 59,000 sf of additional space would be added. . . ."

Proposed changes to the landscape appear aimed to increase public use and enjoyment rather than to provide a setting for the structures (so-called passive landscaping). Civic plazas and an outdoor amphitheater will accommodate both small gatherings and large community functions, including performances. Half of the 725 trees on the site will remain. New plantings will include native grasses, and an extensive field of wildflowers will fill the site now occupied by the Office Center.

—*Content of this article, with some editing and additional material, was extracted from Historic Architecture Evaluation Report. Sunnyvale Civic Center Modernization Project, prepared in 2017, by Ward Hill, consulting architectural historian and Denise Bradley, landscape historian for Panorama Environmental, Inc.*

Hangar One Moffett Field



Historic American Engineering Record, photo to William A. Porter. Naval Air Station Moffett Field, Hangar No. 1, Moffett Field, Library of Congress.

Originally named the U.S. Naval Air Station Sunnyvale, Moffett Field was established in 1931. Construction of Hangar One began the summer of that year and went into service in April 1933 as a dirigible port. It covers eight acres and stands 198 feet high, 308 feet wide and 1,133 feet long.

The federal government decommissioned Moffett Field and transferred it to NASA, in 1994. That same year, Moffat entered the National Register as a national historic district. It is now part of the NASA Ames Research Center.

In 2008, the National Trust listed it as one of the nation's eleven most endangered historic places. Google signed a \$1.16 billion 60-year lease with NASA on 1000+ acres at Moffett Field, in 2015, pledging to restore Hangar One. The company released plans for a 5-year restoration last summer, with the intention of starting work this year.

Two-Part Fall Program Featured Cemetery Architecture and Stained Glass

Holy Cross and Cypress Lawn were the first cemeteries to locate in Colma, the small San Mateo County town that became San Francisco's necropolis. The NCCSAH tour on October 19, 2019, included these two pioneering burial grounds, which hold the remains of many persons important in California history.

From stately family mausoleums to simple headstones, these cemeteries present a survey of funerary art and architecture from Egyptian, Classical, Romanesque and Gothic Revival, through to Art Deco and contemporary styles. Cypress Lawn's striking collection of stained glass is a major attraction.

Our able and informative guides were Terry Hamburg at Cypress Lawn and Monica Williams, director of cemeteries for the San Francisco Archdiocese, at Holy Cross. A pause for lunch at Molloy's Tavern, historic in its own right, contributed to our experience of the past with its photo-covered walls and other mementos of the establishment's nine decades in business. Pre-ordered box lunches were from Lidia's Delicatessen of South San Francisco. Thanks to board member Richard Brandi for making arrangements for this program.



February Tour: A Focus on Glass

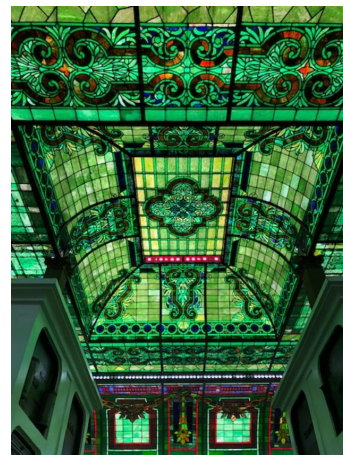
Successful as it was, the fall tour of Colma cemeteries barely touched on the subject. This is especially true of Cypress Lawn. Because of that, Terry Hamburg agreed to give an expanded tour on Saturday, February 1, 2020, that focused particularly on the rich trove of stained glass in the mausoleums of Cypress Lawn. And rich it is—thousands of square feet of stained glass used in both laylights and skylights. Most of the glass dating from the period post-1906 into the 1920s is opalescent glass characterized by milky, swirly, often vivid color distribution. First used by masters of the art Louis C. Tiffany and John LaFarge, it was widely imitated in America.

A strong Arts and Crafts influence appears in many of the skylight designs in the form of plants, flowers and foliage, while Japanesque influence shows in vines and similar patterns spilling from one panel to another, rather than confined to a single panel or section of glass. Many large domed skylights have jewel-like patterns much favored by Tiffany designers. While a few of the individual mausoleum windows at Cypress Lawn are by Tiffany Studio, most of them, in the *style* of Tiffany, were fashioned by a San Francisco firm, United Glass Company, which also did the glass for the City of Paris department store and the Palace Hotel's Garden Court.

A bonus of the January event was a visit to V. Fontana & Co., a rare survivor of the many monument firms that once served the patrons of Colma's cemeteries. Continuing in family ownership since its founding in 1921, Fontana uses traditional methods rare in the trade today, to do custom fabrication and engraving, particularly in granite and marble, for memorial as well as commercial and residential uses.

Our thanks to Terry Hamburg, Monica Williams and Frank Fontana for providing outstanding tours.

Photo Gallery: Colma Cemeteries



—Photos clockwise beginning in upper left: Monica Williams leading tour at Holy Cross Cemetery, photo, Ward Hill; art glass dome, Cypress Lawn, photo Ward Hill; coved glass ceiling, Cypress Lawn, photo Ward Hill; Tiffany-inspired floral glass, Cypress Lawn, photo Jane Shabaker; floral glass vault, Cypress Lawn, photo Jane Shabaker; lunch break at Molloy's Tavern, Colma, photo, Ward Hill; group gathers for tour of Holy Cross Cemetery, photo, Paul Turner. Photo on previous page, by Ward Hill.



DOCOMOMO US National Symposium, in Chicago, Rescheduled to May 26-29, 2021

If you registered for this event, originally scheduled for June of 2020, your registration will be carried over to the new dates with no changes to the announced benefits. For updates: docomomo-us.org/events

—Hendy Iron Works continued from page 3

producer of Liberty Ship engines, turning out 754 of them in three and half years.

The Westinghouse Corporation acquired Hendy in 1946. For years, the plant continued to produce military equipment, as well as radio telescopes, diesel engines and equipment for nuclear power plants. Northrop Grumman Corp. acquired the Sunnyvale plant, in 1996, and continues to operate it as Northrop Grumman Marine Systems.

In 1978, the American Society of Mechanical Engineers designated the Joshua Hendy Iron Works a National Historic Mechanical Engineering Landmark (#34). In doing so, the society acknowledged that the company demonstrated “the adaptability required for industrial survival in a dynamic technical environment.” The site is also a designated City of Sunnyvale Landmark. The on-site Iron Man Museum, established by Westinghouse, honors the people who worked at the plant and preserves the archives and artifacts associated with the company’s history.

Other Events Of Interest

Due to the COVID-19 pandemic, usual programs and activities of sister organizations have been cancelled or rescheduled. Please visit websites for updated information. And remember to continue to support your favorite historic, preservation and related professional organizations at this difficult time

California Historical Society

Tell Your Story - California during the time of COVID-19. We are living through an extraordinary moment, a crisis of historic proportions. As California’s official historical society, CHS invites you to help us document this time. Go to: <https://www.californiahistoricalsociety.org>

California Preservation Foundation

2020 Virtual California Preservation Conference
A Changing Climate for Preservation. May 18 - 20, 2020.
Online: californiapreservation.org

Society for Industrial Archeology

2020 Annual Business Meeting via Zoom. May 30, 2020.
Annual Lehigh Valley Conference, Rescheduled for June 2 - 6, 2021. sia-web.org

AIA San Francisco

17th Annual Architecture + the City Festival and Living Homes Tours. Month of September 2020. aiasf.org

San Francisco Heritage

Haas-Lillienthal House closed for tours until further notice. All other events and activities, including Excelsior Heritage Night, cancelled or postponed. For updates: sfheritage.org

National Trust for Historic Preservation

Virtual Preservation Month: Unlock a Piece of History Every Day, May 1 through 31. savingplaces.org

Berkeley Architectural Heritage Association

POSTPONED - 45th Annual Spring House Tour. For updates on rescheduling, visit berkeleyheritage.com

—Content of the article that ends in the first column of this page, with some editing and additional material, was extracted from Historic Architecture Evaluation Report. Joshua Hendy Iron Works, prepared for HOK by Ward Hill, architectural historian, 2013.



View from an office at Sunnyvale City Hall onto parklike Civic Center campus. Photo: Ward Hill

Our day begins at 10 in the morning with a tour of the Sunnyvale Civic Center, a noteworthy example of Mid-Century Modern planning and design, and landscape architecture. We will view portions of the City Hall interior, designed by Milton Pflueger (1958; altered over time), as well as the Main Library (also by Pflueger, 1960) and the Office Center. In designing the latter, architect Tallie Maule achieved an interesting synthesis of Mid-Century Modern and Japanese architecture.

Of particular note is the beautifully landscaped setting for buildings from the Civic Center's period of significance, 1955-1970, by Robert Royston. An apprentice of Thomas Church, Royston gained national recognition for his work and as principal of Royston, Hanamoto & Mayes. He is the subject of a book recently published by the University of Georgia Press.

Sadly, much of what we will view will be radically altered or demolished as Sunnyvale undertakes construction on a new civic center scheduled to begin this summer. Enriching our experience of the tour—a last look at a major expression of Bay Area Modernism—Ward Hill and Denise Bradley, authors of the Historic Architecture Evaluation Report for the Sunnyvale Civic Center Modernization, as well as the HABS and Historic American Landscapes Survey will offer commentary. →

Registration: Spring Program— Sunnyvale

[please print]

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Affiliation _____

Address _____

City/State/Zip _____

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Registration:

Date: TBA

Number in my party:

Members \$30 per person _____

Non-members \$60 _____

(includes one-year membership in NCCSAH)

Prices includes lunch
and all tour fees

Total enclosed: \$ _____

Please make checks payable to NCCSAH and mail to:

Ward Hill
NCCSAH Sunnyvale Program
3124 Octavia Street, #102
San Francisco, CA 94123

For more information please contact
Ward Hill at whill@pacbell.net.

Membership Dues

Is your membership current?

At \$30 per year,

NCCSAH membership is still a great deal.

Please see the coupon on the last
page for details.

We will take a lunch break at the Civic Center before heading to the Hendy Iron Works. The Sunnyvale program will conclude around 3:30 pm.

SOCIETY OF ARCHITECTURAL HISTORIANS

The mission of the NCCSAH is to promote the study and discussion of our region's architectural history and its related fields; visit significant works of architecture; and increase public awareness and appreciation of our historic built environment. Membership is open to anyone interested in architectural history and its related fields.

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now \$30. Please remit payment of \$30 on your next
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NCCSAH Web Site

***To view back issues of the newsletter, go to
nccsah.org***