

Division of Preservation and Access

Narrative Section of a Successful Application

The attached document contains the grant narrative and selected portions of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful grant application may be crafted. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations. Prospective applicants should consult with the NEH Division of Preservation and Access application guidelines at <https://www.neh.gov/grants/preservation/sustaining-cultural-heritage-collections> for instructions. Applicants are also strongly encouraged to consult with the NEH Division of Preservation and Access staff well before the grant deadline by emailing preservation@neh.gov.

Note: The Attachment only contains the grant narrative and selected portions, not the entire funded application. In addition, certain portions have been redacted to protect the privacy interests of an individual and/or protect confidential commercial and financial information and/or to protect copyrighted materials.

Project Title: Storage Improvements for Georgia O’Keeffe’s Personal Library at the Georgia O’Keeffe Museum

Institution: Georgia O’Keeffe Museum

Project Director: Elizabeth Ehrnst

Grant Program: Sustaining Cultural Heritage Collections

Funding Level: Implementation Level I

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Introduction

Overview of Proposed Project: The Georgia O’Keeffe Museum respectfully requests a grant in the amount of \$87,035 from the National Endowment for the Humanities (NEH) through the Sustaining Cultural Heritage Collections program for our project to support preventative conservation measures for a large and diverse collection of printed publications. The Museum will rehouse materials from Georgia O’Keeffe’s personal library from their original location in the artist’s historic Home and Studio in Abiquiú, New Mexico to new compact shelving in the Michael S. Engl Family Foundation Library and Archive (Library) at the Georgia O’Keeffe Museum in Santa Fe, New Mexico. This project will make the materials more secure and accessible to researchers and the public, prolonging the life of these important humanities materials for future generations and preparing the O’Keeffe for future conservation of these materials. Through this project, the O’Keeffe will become a more sustainable and resilient institution readied for potential impacts of natural disasters and human activity.

The O’Keeffe’s preservation efforts will focus on Georgia O’Keeffe’s personal library numbering approximately 4,200 bound materials, which are an important part of understanding the life and times of the artist, as well as her friends and colleagues. This collection is currently stored in a small room known as the “book room” in the artist’s Home and Studio in the village of Abiquiú, New Mexico, where the artist originally housed and used the items. The collection is not accessible or viewable to the public in this location. Items are currently made available to the public and staff for research, exhibition, and digital photography, in the Museum’s Library at the O’Keeffe Research Center in Santa Fe, located 48 miles south of Abiquiú. The book room storage location and transfer of materials exposes the items to numerous risks including unstable temperature and humidity conditions, security and natural disaster risks, pests, and unnecessary handling. The Museum will permanently relocate the collection to the secure and climate-controlled Library, and store items in new high-density mobile shelving, making the materials more easily accessible and ensuring the preservation of the collection.

This project will advance the priorities in the O’Keeffe’s strategic plan, which was approved by the Board of Trustees in 2018 and is currently being updated to guide the Museum through 2026, the year in which the Museum will open a new building on its Santa Fe campus to house galleries, educational spaces, and a conservation lab. The O’Keeffe’s strategic goals include: 1) Build a sustainable financial position; 2) Create a remarkable visitor experience; 3) Strengthen the collection and programs; 4) Grow a culture of learning and participation; 5) Expand our commitment to the community; and 6) Align internal resources and systems to support accomplishment of Museum priorities

Interwoven through these goals is a commitment to preserving our unique collections with collection management methods of the highest standard. The O’Keeffe recognizes that the needs of the Library are multifaceted and complex, and preservation and collections care must be incorporated into all aspects of future planning. This project is the next step in a larger preservation effort for the O’Keeffe’s collections and historic properties, which began in 2021 with a Preservation Needs Assessment through the Regional Heritage Stewardship Program, an initiative of the Conservation Center for Art & Historic Artifacts (CCAHA). Following the recommendations outlined in the assessment, the O’Keeffe completed an item-level survey of O’Keeffe’s personal library in 2022, funded by a Preservation Assistance Grant from the NEH. Through this assessment, it became clear that the relocation of the book collection is a critical step in taking preventive measures for the preservation of these unique and important bound materials. By completing this project, the Museum will be in a better position to implement future conservation measures for the collection.

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Organizational Profile: The mission of the Georgia O’Keeffe Museum is to celebrate the art, life, and independent spirit of Georgia O’Keeffe. Since opening in 1997, the O’Keeffe has engaged local, national, and global audiences in lifelong learning experiences inspired by the remarkable story of Georgia O’Keeffe (1887-1986). The Museum includes galleries, an Education Center, and a Library in the O’Keeffe Research Center in Santa Fe, along with O’Keeffe’s two historic homes and studios in northern New Mexico. All properties are owned by the Museum. The O’Keeffe employs 94 staff members and has an operating budget of \$11.4 million for fiscal year 2023. Each year, more than 200,000 people of all ages experience the O’Keeffe through a range of exhibitions and programs in-person and online that place the artist in the greater contexts of humanities, history, and place. The Museum is well-equipped to handle projects of this size and scope, and has a demonstrated track record of successfully completing projects funded by the NEH and other agencies.

The Library supports the O’Keeffe’s exhibitions, collections, and activities through research services and resources. The Library contains a variety of holdings, including exhibition catalogs, scholarly publications, vertical (subject) files, criticism files, pamphlet files, correspondence, photographs, ephemera and audiovisual material related to Georgia O’Keeffe and her contemporaries, regional histories, Modernism, and the influential ideas, people, events and lived experiences that preceded, followed, and were coincidental with Modernism. The O’Keeffe makes these materials accessible to the public, including visitors, students, and scholars, onsite and online through exhibitions, library appointments, and guided tours. The Library collections are housed in the historic Otero-Bergere House, which was originally built in the 1870s and renovated and opened as the O’Keeffe Research Center in 2001 and serves as the intellectual hub of the Museum.

Collections: One of the most significant artists of the 20th century, Georgia O’Keeffe’s images— instantly recognizable as her own—include abstractions, large-scale depictions of flowers, leaves, rocks, shells, bones and other natural forms, New York cityscapes and paintings of the shapes and colors of architectural and natural forms of northern New Mexico. The Museum’s collections of more than 3,000 artworks and objects include 140 oil paintings, nearly 700 drawings, and hundreds of additional works dating from 1901 to 1984. A visit to the Museum offers insight not only into the artist’s work, but also her creative process and the light and landscape that inspired her. The focus of this project is the O’Keeffe’s personal book collection, described below.

The Library has several policies in place to guide the care and management of the collections, including a Collection Development Policy, Acquisition Policy, Exhibition and Display Loans Policy, and the collections are included in a number of Museum-wide policies and procedures such as the Museum Collections Policy, most recently revised in 2021 and included in Attachment 6. Through these policies, the O’Keeffe ensures that collections are protected, secured, cared for, and preserved. Relocating O’Keeffe’s personal library from its location in the Abiquiú Home and Studio to the Library will allow the Museum to better adhere to the collection policies and procedures. Abiquiú is a small village in rural northern New Mexico with a population of 181 in the most recent census. The Home and Studio was constructed as an adobe structure in 1744 and was purchased by O’Keeffe in 1945. The Museum is committed to maintaining the building and has completed many projects to improve and maintain the property. However, the 2021 Preservation Needs Assessment found that the building poses several risks to the collections, particularly in the book room. Providing improved environmental controls (temperature, relative humidity, and light) is one of the greatest single steps the Museum can take in preserving the collections.

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Significance of Collections: Georgia O’Keeffe is one of the most noteworthy artists of the twentieth century. O’Keeffe owned two properties in the Chama River Valley north of Santa Fe, one on the Ghost Ranch property and one in Abiquiú. The humanities collection at the core of this project is O’Keeffe’s personal library from the Abiquiú book room consisting of 4,248 items. Between 1947 and 1948, O’Keeffe shipped boxes of books from her Manhattan and Lake George homes that she shared with her husband, Alfred Stieglitz, to her New Mexico residences. O’Keeffe’s book collection encompasses many humanities-related titles and books gifted by celebrated writers and poets, such as Jean Toomer, William Carlos Williams, and Edna St. Vincent Millay. In the book room, the approximately 203 linear feet of books are stored on eighty wood shelves. At present, 96.47% or 4,098 of these objects have been cataloged and are publicly accessible for search and discovery through the [library’s catalog](#), WorldCat.org, and the O’Keeffe’s Collections Online (collections.okeeffemuseum.org).

The majority of O’Keeffe’s book collection was acquired by O’Keeffe after her arrival in New Mexico. With her influence and popularity cemented in by the mid-twenties, she was the recipient of many first edition of books by their authors. The significance of this collection is evident through O’Keeffe’s correspondence with friends, whereby they devote extensive discussion to specific authors and titles. The quantity of books on the topics of physical fitness (cooking, gardening, eye-sight, and nutrition), travel and culture (guide books and travel memoirs often with associated notes and ephemera from around the world), and art (several heavily annotated titles on art materials and practices as well unique art monographs especially related to Asian art), demonstrate her interests.

As a single artist museum, the book collection is revealing of O’Keeffe’s passions, curiosities, and relationships. Several volumes were gifted to O’Keeffe, especially by Stieglitz from 1919 to 1945, and include messages of dedication and ephemera tucked between pages, such as photographs, newspaper clippings, and sketches. O’Keeffe placed her own 2”x3” sketch within the pages of *Faust: A Tragedy* by Johann Wolfgang von Goethe. The drawing was discovered by Library staff during the cataloging process. The shapes in the sketch demonstrate early explorations of circular and crook forms that appear in several abstract paintings and charcoals. The uniqueness of many books in the collection make them appealing to a broad audience beyond O’Keeffe scholars. Examples include:

- Several titles by D.H. Lawrence with O’Keeffe’s notes enclosed. Two have cursive dedications from their givers, Ettie Stettheimer and Alfred Stieglitz. Lawrence’s *Reflections on the Death of a Porcupine and Other Essays* (1925) features unusual marbled paper, which has been sought out by researchers.
- The handmade and singular edition, *Some French Moderns Says McBride*; a three-ring bound pamphlet with green binder tabs. Duchamp, under his pseudonym Rose Sélavy, designed, formatted, and copyrighted this collection of articles by the art critic, and modern art aficionado, Henry McBride (1867-1962). This item was recently on loan to the Museum MMK für Moderne Kunst for the exhibition, *Marcel Duchamp*, which was the “first comprehensive exhibition in two decades to feature works spanning all phases of the artist’s oeuvre from 1902 to 1968”.
- *The Ballad of Reading Gaol* by Oscar Wilde is leather bound and encased in its own box. In addition to the exquisite presentation, the book is adorned with numerous original graphite drawings added by photographer Edward Steichen prior to gifting the book of poetry to Alfred Stieglitz’s mother, Hedwig Ann Werner.

Images of the collection are included in Attachment 6. O’Keeffe’s personal library was originally stored between her property in Ghost Ranch and her Home and Studio in Abiquiú. As separate

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donations, the materials were given to and processed by the Museum at different times. O’Keeffe’s 593 books from Ghost Ranch have been cataloged and stored as special collections at the Library for over a decade. O’Keeffe’s books at the Home & Studio primarily remain stored in their original location in the book room. The Library is open to the public Monday-Friday by appointment without charge and accessible daily as part of the Museum’s guided tours.

Items from O’Keeffe’s personal library are featured in rotating exhibitions in the Library, such as the current exhibition *Feminist Writings from Georgia O’Keeffe’s Personal Libraries*, and are often part of related in-person and online public educational programs that explore the exhibition theme or specific book authors and subjects. The Museum galleries also feature selections from O’Keeffe’s personal library, such as the installation of cookbooks in *Georgia O’Keeffe: Making a Life*. Items are part of a collections digital photography effort and are regularly highlighted in the *O’Keeffe Magazine* and shared online through blog and social media posts. Materials are selected for features based on their uniqueness and relevance to Museum activities, as well as local and world events.

In recent years, the O’Keeffe Museum has made a major investment to establish a digital infrastructure that allows for the expression of meaningful connections across different types of collections: fine art, library, archives, and the historic homes. A portion of O’Keeffe’s book collections have been modeled as linked open data as a pilot for library special collections. These records and associated media are publicly accessible anywhere in the world through online search and discovery. The Georgia O’Keeffe Museum’s Collections Online web pages received 70,692 users with 262,055 pageviews in 2022. O’Keeffe writes about her reading interests and refers to her book collection in correspondence, some of which are held at the Georgia O’Keeffe Museum and in the Alfred Stieglitz/Georgia O’Keeffe Archive (YCAL MSS 85), Yale Collection of American Literature, and the Beinecke Rare Book and Manuscript Library.

Current Conditions and Preservation Challenges

Current Condition and Preservation Challenges: The Home and Studio in Abiquiú houses the majority of O’Keeffe’s personal library. The original adobe structure was constructed in 1744 and purchased by the artist in 1945. While the Museum has completed several major projects to preserve and maintain the building, the structure poses several risks to the collections, particularly the book room, as documented in the 2019 Comprehensive Conservation Assessment and the 2021 Preservation Needs Assessment. The book room is an adobe-brick walled room measuring roughly 22 feet x 18 feet with an outward sloping roof. The room has terra cotta tile flooring resting in a bed of fine sand over the historic mud floor. Images are included in Attachment 6.

The Conservation Assessment found that books and historic book furniture are at risk of water damage and plaster dust, and therefore, should remain covered with a loose polyethylene sheeting whenever the room is not being accessed and should be checked daily for water intrusion in winter and monsoon seasons. Water is an ongoing threat, as well as the constant presence of dust and dirt build-up in the space as a result of plaster walls, dirt floor base, and previous mud roof. There are extreme seasonal fluctuations, and limited environmental monitoring and environmental controls that can be implemented in the historic building. At the recommendation of the Preservation Needs Assessment, temperature or relative humidity goals were set and environmental monitoring began in the book room. However, temperature and relative humidity fluctuate significantly and readings show that over the past year the temperature has been below or above set goals 60.3% of the time, and relative humidity has been below or above set goals 85.4% of the time, included in Attachment 6. The Preservation

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Needs Assessment also recommended installing a light-blocking surface over the historic glass window to minimize daylight in the room and on collections, and the Museum followed through.

The risk of fire is identified as substantial for the book collection from external sources (forest/range fires and home fires) and internal sources (70-year-old electrical service and propane). Recent major fires in the area include the 2011 Las Conchas fire which was contained only 10 miles from the Home and Studio property. On average, the Rio Arriba County Hazard Mitigation Plan reports that there are 65 fires per year in the county and that the average fire effects 17 acres. The village of Abiquiu relies on a volunteer fire department to manage risk and response. While the O’Keeffe has provisions for prevention, detection, and protection for fire, the Conservation Assessment states that these provisions and the current response capacity of regional firefighting resources are insufficient to protect the collections in the book room. Additional risks include earthquakes, violent storms, building failures, biological pests, and mold, described in further detail in Attachment 6.

Preventative Conservation Practices and Policies: The O’Keeffe’s current preventative conservation practices are addressed in its Collection Policy and detailed in collections care and handling procedures and training. The Museums Conservation Department is charged with the long-term preservation of the collection through conservation treatment, and maintains exact documentation of the examination and treatment of items. The O’Keeffe has a comprehensive and effective Emergency Response Plan which outlines measures to protect visitors and staff, prevent destruction and reduce damage to collections, documentation, and facilities in the event of an emergency. More information on policies and plans are included in Attachment 6.

Current Administrative and Intellectual Control of the Collections: Items from O’Keeffe’s personal library are cataloged according to the institutions special collections guidelines, which follow cataloging rules (AACR2) and MARC coding standards (MARC21). At present, 96.47% of O’Keeffe’s personal library is cataloged. Cataloging of the collection will be completed and records will be fully accessible online through the Library’s online catalog (Koha) before June 2023. In addition to the typical bibliographic record information such as author, title, and publisher, catalog records document O’Keeffe’s original shelving arrangement, which will be retained as much as possible in the shelving in Santa Fe. Books stored in the book room are physically marked with unique identifiers and inventoried.

Assessments: The O’Keeffe completed three assessments that are directly related to the preservation of the book collection, and developed a preliminary plan with specifications for relocating the bound materials to the Library. Assessments are included in Attachment 6.

- **Comprehensive Conservation Assessment of the Abiquiu Home and Studio, 2019:** This report summarized preservation-related conditions of the book room, including environmental mediation, current conditions, and potential risks.
- **Preservation Needs Assessment, 2021:** This assessment conducted by CCAHA focused on the Library and served to create a preservation plan, generated a list of preservation priorities, and assessed future organizational needs. The report provided recommendations to address preservation needs and concerns of the collections in the area of policies, building and maintenance, environment, security, emergency preparedness, collections care, and preservation planning. This important assessment was supported through the CCAHA’s Regional Heritage Stewardship Program, an initiative funded in part by the NEH.
- **Item-Level Survey of Bound Materials, 2022:** Following the recommendations from the Preservation Needs Assessment, the O’Keeffe completed a survey of items in

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O’Keeffe’s personal library to gain a deeper understanding of the condition of some of the most unstable items. CCAHA book conservator Amber Hares examined 127 volumes. These volumes demonstrate the interests of one of the most noteworthy artists of the twentieth century, as well as the interests of her social network. Materials surveyed date from 1840 to 1977. The survey includes condition descriptions, handling notes, conservation and housing proposals, and estimates that inform this project to relocate the collection. This survey was funded by the NEH.

History of the Project

Previous Preservation Actions and Findings:

- **Comprehensive Conservation Assessment of the Abiquiu Home and Studio, 2019:** This report made it clear to the O’Keeffe’s project team that the book room cannot provide safe and secure storage for the collection of bound materials in the long term as defined by the Museum’s Collections Policy. While current mitigations have protected the book collection to date, the threats identified in this assessment, such as fire, violent storms, and building failures, pose too great of a risk. In addition, the book room in its current state does not support the O’Keeffe’s goals for providing the public with access to the collection to support our learning and engagement goals.
- **Preservation Needs Assessment, 2021:** This assessment identified the need for the O’Keeffe’s project team to have a conversation regarding the long-term plans for the book room and if it should serve as an interpretive space. Due to the constraints of this historic building and the threats identified to the book collection, the project team determined that this space was not adequate for long-term storage and care of the collection. The preservation of the bound materials would take precedence in the near-term, and the O’Keeffe will continue to have conversations on future use of the book room as part of its overall interpretive plan for the Home and Studio. It should be noted that there are few images of the space from O’Keeffe’s time and staff suspect that there has been gathering and shifting of materials over time which impact how the book room should be presented to the public. The O’Keeffe seeks to create more opportunities for a broader audience to access the collections, while recognizing that it is imperative that exhibitions are developed in a manner that minimizes impact on the preservation of the bound materials.
- **Item-Level Survey of Bound Materials, 2022:** The survey resulted in condition reports for sampling of items from O’Keeffe’s personal library and indicated that the best housing solution for all books are full enclosures that shield each volume from light, dust, abrasion, and environmental fluctuations, as well as serve as a first line of defense against disasters like water and fire damage. Relocating the collection is an important next step to allow for effective and efficient conservation treatment of items in the future. It will also create greater opportunities for providing safe access to and exhibiting the book collection to the public. In 2022, the O’Keeffe allocated funds to retrofit existing shelves with locking doors and glass fronts to support its goals of providing access. The O’Keeffe is on target to finish cataloging the collection in early 2023 and is completing additional condition reports for the book collection.

Long-Term Sustainability: The O’Keeffe is committed to strategies and practices that support long-term sustainability. As recommended by the Preservation Needs Assessment and aligned with the current strategic plan goals, the O’Keeffe created a new staff position of Facilities Manager to oversee all environmental systems and conditions at each Museum property to protect the collections, while maximizing energy and cost savings. Prior to 2021, these duties were spread across several positions and implemented inconsistently. Planned upgrades

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include a new energy monitoring and control system, with modernized controls and automation for climate controls that support energy efficiency. Our new building set to open in 2026 will include a solar panel system to leverage Santa Fe’s year-round sun in ways that maximize energy efficiency and reduce the Museum’s carbon footprint.

Rationale and Expected Outcomes: Based on CCAHA’s recommendations and the O’Keeffe’s priority to preserve the book collection, it is clear that the contents of the book room should be relocated to a more secure and appropriate location in the Research Center. This will support preventative conservation methods and extend the life of the collection. The Library has a functional HVAC system controlling temperature and humidity, an active integrated pest management program, onsite security, automated fire detection and suppression system, and an environmental monitoring system and targets in place as well as staff actively tracking and monitoring these readings both in-person and remotely. Public access to the collection will be greatly improved. In Santa Fe, more than 130,000 visitors engage in-person with the Museum, compared to 11,000 people who are able to visit the Home and Studio in Abiquiu each year. Due to the unique nature of the historic property, access to the Home and Studio is limited to guided tours which fill to capacity early in the season, and the book room is not part of the tour due to the potential impact on the collection.

Methods and Standards

In the Preservation Needs Assessment, the (CCAHA) outlined the following recommendations which inform this project:

Environmental Controls: CCAHA recommends that the O’Keeffe create environmental conditions (temperature, relative humidity, and light) that are attainable and cost effective to maintain in the long term. Constant fluctuations in the book room in Abiquiu will continue to cause duress on items. By relocating important, rare, or fragile items to the Library, the Museum will mitigate the risk of damage cause by extreme seasonal changes. CCAHA noted the excellent environmental monitoring system in place at the Library and the data that can be collected to assess effectiveness.

- **Light:** The book room in Abiquiu is mainly lit by daylight through historic glass windows. While protective plastic is placed over these windows to provide some general protection, there is no UV-filtering film or glazing used due to the historic nature of the windows. Limiting light levels is difficult to do at the Home and Studio, but would be feasible with the relocation of the book collection to the Library.
- **Pest Management:** A number of pests have been found when monitoring traps in Abiquiu, including psocids, spiders, and crickets. While not currently an active issue, the O’Keeffe will be better equipped to carefully monitor signs of larger infestations at the Library, as well as ensure that any mitigation efforts, such as spraying insecticides, do not pose a risk to the book collection.
- **Security:** The O’Keeffe’s sites are secured, but the project team recognizes that transportation of collection items from Abiquiu to Santa Fe for display and conservation poses a risk. Therefore, it would be beneficial to have the book collection housed in the Library so that transportation is minimized for future efforts.
- **Fire Detection and Suppression:** The Library is outfitted with an automatic fire suppression system, a safety measure that the Home and Studio lacks. Santa Fe has more robust firefighting capabilities compared with the small and rural village of Abiquiu.

Rehousing and Improving Collections Storage

Prior to moving collections, the book room and the contents within as they are currently arranged will be photographed as a whole and at the shelf level by a professional photographer,

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who has a history of photographing collections at the O’Keeffe Home and Studio. The Museum will retain high resolution digital files of the book room with license for use. Additionally, the Museum plans to complete 360-degree photography of the book room in early 2023 to document the space. After documentation is complete, the books will be removed from shelves and packed by Museum collections staff experienced in handling special collections and will follow existing Museum guidelines for packing and transporting library collection materials. As material often needs to be moved from the book room to the Library for research or exhibition, staff are familiar with these procedures.

The packed collection will be transported from the Home and Studio in Abiquiu to the Library at the Research Center in Santa Fe by Astilli Fine Art Services. Astilli has been in business since 1997 and been contracted by the Museum regularly to handle, store, and transport collection items for local delivery as well as for national and international shipments. The storage and management of the collection will follow the existing procedures and policies for similar materials (O’Keeffe’s library from Ghost Ranch) already located at the Library. The Museum currently stores Library collections on high density mobile compact shelving from Spacesaver and works with an experienced local vendor, Motus Space Solutions, to make improvements carefully designed to optimize space, protect collections, and promote convenient access. In 2022, the Museum employed Motus to retrofit existing Spacesaver compact open shelving with locking hinged doors to securely store special collections.

The Museum will install one new Spacesaver shelving unit in the Library and one new Spacesaver unit in the Research Center vault. Units will be added to the existing tracks in both locations where Library materials are stored and paged from. Vault storage allows the Museum to expand storage space and adopt the item housing recommendations as made by CCAHA for the item-level survey of O’Keeffe’s personal library. As part of the storage improvements for O’Keeffe’s personal library, the Museum will take action on the housing proposal for select items examined by CCAHA in the item-level survey of O’Keeffe’s personal library, detailed in Attachment 6. The survey provides detailed guidance on how the collection should be handled based on their structure and condition. See Attachment 7 for specifications and floor plan.

This work plan and the relocation of the book collection will allow the collection to be better preserved and accessed according to best practices and existing Museum policies and procedures. The Museum Collections Policy is intended to document the policies that guide the development and care of the Museum’s overall collection consistent with the mission of the Museum and with professional museum standards, included in Attachment 6. The Emergency Response Plan outlines the steps and procedures to be used in response to an emergency at any Museum facility, included in Attachment 6.

Improving and Managing Environmental Conditions

- **HVAC, Temperature, and Environmental Monitoring:** An HVAC system controlling both temperature and relative humidity is installed and maintained at the Research Center. Heating and cooling are controlled through an air handler, equipped with hot and chilled water in-line exchangers and dampers. The entirety of the building is covered by this system with separate zones allowing individualized control over Research Center areas. Temperature and humidity goals are established for the Research Center, and environmental monitoring is done through remote dataloggers as well as in-house thermostats, and accelerometers are used to measure wind loads. In addition to the computer control system and dataloggers monitoring environmental conditions, security staff take visual readings on a regular schedule throughout the day. There are

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environmental action guidelines in place that provide guidance on when to act, should temperature or humidity fluctuate outside of acceptable ranges. CCAHA noted the excellent environmental monitoring system in place for the Research Center building. The collections team monitors environmental conditions (temperature and relative humidity, dust, pollutants, insects and bio-hazards and building fabric conditions) on a weekly basis for all collection locations in Santa Fe. Cloud-storage trend data for temperature and relative humidity for collection storage areas in the Library and Research Center vault are accessed through EClimate Notebook, which shows temperature and relative humidity within set goal ranges for these areas no less than 99.9% of the time in 2022, detailed in Attachment 6.

- **Light:** The Library is lit with a combination of daylight and incandescent light. Lights over collection display areas are outfitted with ultraviolet filtering film. There are low-level fluorescent lights over the compact shelving; staff have been replacing these florescent lights with LED lights. Windows in this space have ultraviolet light filtering built into the glazing and are outfitted with shades. Lights in the library and storage vault are kept low or off when the spaces are not occupied or in use.
- **Pest Management:** There is an active and documented Integrated Pest Management Program in place, which was last reviewed and revised in 2021 following the recommendations of the Preservation Needs Assessment. No major pest issues exist in the Research Center.
- **Housekeeping:** Following the hiring of the new Facilities Manager in 2022, housekeeping practices were updated and there is a regular cleaning schedule for the public areas as well as collections storage and work areas.
- **Security:** (b) (4)

The proposed shelving system for storage of the collection is identical to the existing Spacesaver high-density mobile shelving in the Library and Research Center vault. The Museum will purchase one steel high-density mobile carriage with shelving with mechanical assist for the Research Center vault and one steel high-density mobile carriage with shelving with mechanical assist for the Library. The carriage unit in the Library will be equipped with framed hinged glass/steel doors with recessed handles and locks. Both carriages in the Library and vault will be installed on the existing recessed rails and alongside identical mobile shelving systems. The vendor, Motus Space Solutions, has examined the space and building to ensure the load is appropriate, and will professionally install the shelving systems. See Attachment 7.

Improving Security and Fire Protection

- **Fire Detection and Suppression:** The Research Center is outfitted with ionization smoke alarms and heat detectors throughout the building, which are centrally monitored. There is an FM-200 automatic fire suppression system in place for the Vault, Library, and offices.
- **Emergency Preparedness:** The Museum has a comprehensive Emergency Response Plan that was last updated in 2021 and includes all pertinent information.

Work Plan

Key steps in the project work plan include: 1) Photograph the book room and collection; 2) Contract Motus Space Solutions for high-density mobile shelving and installation at the Library; 3) Staff secure and pack collections for the move and prepare reports and documentation;

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Vendor moves and delivers collection to the Library; 6) Staff unpack, examine, and rehouse collection, and update catalog records; 7) Project results shared with the O’Keeffe’s audience

Project Team

- **Elizabeth Ehrnst, Head of Research Collections and Services, O’Keeffe Museum:** Ehrnst has been with the O’Keeffe since 2008. She received her MLS degree, specializing in art librarianship and digital collections, from Indiana University, Bloomington. Previously, she worked on a range of unique digital projects and with special collections at Rogers Williams University, Indianapolis Museum of Art, Indiana University Fine Art Library and Lilly Library for rare books and manuscripts. Ehrnst has successfully managed several grant projects relating to library and archive collections including previous NEH and IMLS grants. Ehrnst will oversee and manage the project, coordinate and communicate with vendors, and participate in the packing and unpacking of the collections.
- **Tori Duggan, Cataloger and Library Services Specialist, O’Keeffe Museum:** Duggan has been with the O’Keeffe since 2013. She is responsible for cataloging Georgia O’Keeffe’s personal libraries, supporting library patrons through reference and access services, and generating research guides. She studied Art History and Women’s Studies at Humboldt State University and earned her Master in Library and Information Science from the University of Washington. Duggan will participate in the packing and unpacking of the collections, and updating all collection catalog records.
- **Dale Kronkright, Head of Conservation and Preservation, O’Keeffe Museum:** Kronkright has been with the O’Keeffe since 1997. Dale earned his BA in American Culture Studies from the University of California at Davis and his postgraduate certificate in Conservation at the Peabody Museum, at Harvard University. Kronkright will advise on collection conservation and preservation measures for items being relocated.
- **Judy Chiba Smith, Registrar/Collections Manager, O’Keeffe Museum:** Smith has been with the O’Keeffe since 1998. She has extensive experience in collections management and is responsible for the physical maintenance of the O’Keeffe’s collection. She has a BA from the University of New Mexico. Smith will advise on vendor transport of the collection, and participate in packing and unpacking of the collection.

Project Results and Dissemination

Through this project, the Museum will 1) improve collection storage by installing new compact shelving to protect collections, optimize space, and promote convenient access; 2) improve environmental conditions and prolong the life of the collection by moving the items in the book room to the Library; 3) improve security and fire protection for the collection; 4) increase public access to the collection by creating safe and sustainable ways to view and engage with items; 5) support long-term conservation strategies by making the collection more accessible for analysis and treatment.

The Museum will share the results of this project with its local, national, and global audience through communication channels, including 145,500+ social media followers, 55,000+ monthly website visitors, twice-monthly e-newsletter sent to 27,000+ subscribers, and a featured story in *O’Keeffe Magazine* sent to 2,500+ households. This project will strengthen the Museum’s work in the humanities by making the collection more accessible to support research to inform future exhibitions and programs that share the art and life of Georgia O’Keeffe and the intersections with topics in history, literature, art theory and criticism, archaeology, and the diverse cultural traditions of northern New Mexico.