

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: Taliesin West Collections Storage Improvements Plan

Institution: Frank Lloyd Wright Foundation

Project Director: Margo Stipe

Grant Program: Sustaining Cultural Heritage Collections

Funding Level: Planning

INTRODUCTION

As a critical element of the human experience, architecture is a primary discipline of the humanities that provides a stage for the lives lived within and around it. Buildings are reflections of culture and concrete evidence of human innovation, creativity, and imagination. Architecture is a great storyteller. Among the best stories are those woven by the inspired architect – stories reflecting their time and place in the form of space, materials and light; and, when we are lucky, are of such beauty that human spirits are lifted as well as meeting physical sheltering needs.

Frank Lloyd Wright was one of the most inspired architects of the twentieth century. The realization of his architectural vision is most evident in his own two homes, Taliesin and Taliesin West. The primary mission of the FLWF is the preservation of these two National Historic Sites and their collections to ensure the continuity of Wright’s legacy — the creation of environments intended to nurture, inspire, and bring beauty to those who lived in, worked in, and visited them.

Wright believed every work of architecture should be a complete work of art. Integral to his spaces are the furnishings he designed and the artwork, books, decorative pieces, and musical instruments he acquired to purposefully complete the spaces, as well as sources of inspiration for his own work. The FLWF collections are critical to the most complete understanding of his work and design philosophy. They complement his architectural vision, support his principles of organic architecture, and are essential to the aesthetic program of the sites.

At least 90 percent of the collections are in storage. A large portion of the collection is in the Archives and Collections Building, a secure, low-risk location. The balance of collections materials is stored where space could be found in and near the historic complex. Because they are part of Wright’s “desert camp,” and not museum storage buildings, many of these spaces create a high level of risk for damage from widely fluctuating temperatures and relative humidity, pests, smoke, fire, and flooding. The most sustainable solution is the phased removal of non-critical non-collections uses from the Archives and Collections Storage Building and adjacent Garage followed by the systematic upgrading of the envelopes and systems of the two buildings where needed for energy efficient environmental stability. This, combined with space-efficient storage furniture, will allow the collections to be stored and cared for in a single facility, independent of the risks associated with active use and interpretation of the historic complex.

To support the stewardship of the collections and ensure their preservation and accessibility in the future, the FLWF requests a \$50,000 SCHC planning grant from the National Endowment for the Humanities. The SCHC grant will allow us to engage two Preventive Conservation Specialists to lead the Foundation’s effort to develop a sustainable *Collections Storage Improvements Plan* to address the challenges to consolidation of the collections in secure storage areas. The consultants invited will be Wendy C. Jessup, a Preventive Conservation and Collection Management specialist, and Michael C. Henry, an engineer/architect and Environmental Management specialist who worked on the 2015 Taliesin Preservation Master Plan led by Harboe Architects of Chicago. Mr. Henry also served with Ms. Jessup as our CAP Assessment Team in May 2018, making both familiar with Taliesin West’s needs and challenges.

The Frank Lloyd Wright Foundation

The Mission of the Foundation: Preserving Taliesin and Taliesin West for future generations, and inspiring society through an understanding and experience of Frank Lloyd Wright’s ideas, architecture, and design.

The Vision: Inspire the world through beautiful spaces that are thoughtfully designed and experienced.

Established by Frank Lloyd Wright in 1940, the Frank Lloyd Wright Foundation owns and is deeply committed to the preservation of Wright’s homes and architectural laboratories at Taliesin West in Scottsdale, AZ, and Taliesin near Spring Green, WI. The FLWF organizational budget of \$9.9 million supports steadily increasing preservation efforts and education programming. The two Taliesins are living laboratories where Wright’s legacy is shared through public programming that reaches into our communities.

Taliesin West is the focus of this grant request. It is one of Frank Lloyd Wright’s most important works, visited by 110,000 visitors last year. From 1938 and continuing after the architect’s death in 1959, the site supported a vibrant residential community and architectural practice, Taliesin Associated Architects. TAA ceased practice in 2003, but a commitment to cultivating an immersion residential/ educational experience continues through the formal M. Arch. degree program at the School of Architecture at Taliesin and the remaining members of the Taliesin Fellowship who reside there. Foundation leadership insists that Taliesin West should continue to be a “living site,” a legacy these Taliesin Fellows, the 65 staff members and 72 weekly volunteers are committed to maintaining.

The significance of Taliesin West has been recognized by its listing as a National Historic Landmark and as one of the properties included in the World Heritage serial nomination, *Key Works of Modern American Architecture by Frank Lloyd Wright*, which is currently on UNESCO’s U.S. Tentative List for World Heritage.

A Focus on Planning for the Future

A Preservation Master Plan for Taliesin West was drafted in 2015. It provides the general context for understanding the complex of building and site elements that make up the historic core and to serve as the overall guide for its rehabilitation, restoration and long-term preservation. In line with the 1992 New Orleans Charter the plan makes it clear that collections are integral to the understanding of the site, and preservation efforts directed at the buildings will always consider the preservation requirements of the collections.

The Foundation has a Collections Management Plan which has guided our procedures for twenty years. Although some Wright materials reside in New York under the joint stewardship of the Museum of Modern Art and the Avery Architectural Library at Columbia, the collections remaining at Taliesin West continue to be used by scholars and are the focus of this *Collections Storage Improvements Plan*.

The commitment of the Foundation to the systematic preservation of Taliesin and Taliesin West has been recognized by the award of several grants over the years. In 2017, the Foundation was awarded an NEH Preservation Assistance Grant for the purchase of dataloggers to be installed

in the historic interiors and collections storage areas of both Taliesins. The dataloggers were installed in January 2018 and have provided important environment data for these spaces. Data from a full year – including a representative Arizona summer – is now available, providing a more comprehensive record of building envelope performance for all areas housing collections.

In September 2018 the Foundation was honored to be awarded an NEH Infrastructure and Capacity-Building Challenge Grant for \$176,106 to support a three-part effort to improve site-wide ADA accessibility and plan for the replacement of outdated water infrastructure at Taliesin West. All of these vital improvements to the site emphasize its continued preservation and accessibility, which directly benefits the Collections.

Significance and Use of Collections

The Collections reflect the creative cultural ambience of the residential community and provide opportunities to study the architectural practice and the life of the intentional community established at Taliesin West. The thousands of pieces housed here include Wright-designed furniture, fabrics and decorative objects; Japanese woodblock prints (including an internationally recognized collection of over 500 *surimono*), Japanese and Chinese screen paintings and hanging scrolls, textiles and textile stencils; ceramic, wood, stone, glass and metal objects; Native American pottery and baskets; rare books; Wright-related books and periodicals; musical instruments; various textiles, clothing, costumes and weavings; and selected work of Taliesin Architects. All of these contributed to the aesthetic and professional environment that supported the Taliesin Community and remain available for study by scholars and researchers interested in the dynamics of this community.

Asian art makes up a large percentage of the Foundation's very diverse collections, with an emphasis on Japanese art for which Wright had a noteworthy lifelong passion. In the early 1990s, renewed interest in his Japanese collection prompted exhibitions in the United States and in Japan, two major publications, and much needed conservation work on the Japanese screen paintings and textiles.

In 2007 an important screen painting was loaned to the Kyoto National Museum and in recent years various screen paintings were regularly included as highlights in the Asia Gallery of the Phoenix Art Museum. The conservation of the large Japanese and Chinese screen paintings is an ongoing focus of donor contributions. An exhibition of *surimono* was mounted at two venues in Italy by the publisher *Mondadori Editore* (2011). Asian art history seminars from Arizona State University visit each term to study the prints, stencils and a variety of other materials. A selection of prints was also chosen to be displayed during special programming at the ASU Art Museum this past fall (2018).

Rare books, various textiles (Pucci dresses, Schumacher fabrics), architectural models and original furniture have been loaned to a number of museums over the years, including the Vitra Design Museum (Germany), Museum of Modern Art (MoMA), Milwaukee Art Museum, Los Angeles County Museum of Art, Phoenix Art Museum, El Paso Art Museum, Scottsdale Arts Center, Arizona Heritage Center, and the Phoenix and Scottsdale Public Libraries. A traveling exhibition *Frank Lloyd Wright and the House Beautiful* was hosted at multiple venues over several years, and a simplified version, *Frank Lloyd Wright: Architecture of the Interior*,

continues to travel and has been booked into 2021. It just opened at the new Chandler Museum (Arizona) in January 2019.

The research Collections include: photographs of drawings, buildings and people; oral histories (tapes and transcripts); study files on Wright architectural projects, writings, and lectures; books and periodicals related to Wright's life and work; a small curatorial non-circulating library; and the records of the Foundation.

We also hold a substantial proportion of the Archives of Taliesin Associated Architects (1200 architectural projects).

Scholars and researchers visit the Collections or contact staff regarding a wide range of subjects. A major project now underway by Stanford Professor Emeritus Paul Turner is the compilation of an annotated comprehensive bibliography of books collected by, referenced by, or available to Wright over his lifetime, several hundred of which are still part of the Collections.

Behind-the-scene tours are offered monthly by the Collections Director to allow visitors to see a selection of objects and furnishings for which there is currently no onsite venue for display. These tours allow the visitors to more fully appreciate the breadth and significance of Taliesin West's collections, and how they contribute to Wright's legacy. The visits also teach guests fundamental principles of conservation: a secure building envelope and stable environment, appropriate archival storage procedures, and measured policies for access.

Current Conditions and Preservation Challenges

There are several solvable challenges facing the FLWF in stewardship of stored collections at Taliesin West:

- The risks to the collections stored in spaces near the historic complex as identified in the *2018 CAP Report*: collections materials stored in spaces deemed unsuitable due to inherent security, temperature, relative humidity, fire, and pest risks that could not be easily mitigated through improvements.
- Centralize the storage of all FLWF collections in the Archives and Collections Building and Garage. The need to maximize spatial efficiency for collections storage at the Archives and Collections Building and Garage without the visual encroachment of additional construction near the historic complex.
- The wide range of materials and environmental vulnerabilities represented in the collections. The compartmentalization of the Archives and Collections Building will permit separation of collections by material type and risk, allowing the environmental management to be "tuned" to the individual material types.
- The ease of collections access needed by staff to support scholarly research on Wright, the Taliesin Fellows and Taliesin Architects and the expected increase in scholarly study and visitation at Taliesin West if the present World Heritage Site nomination is successful;
- The reduction of dust infiltration from the desert environment that might be addressed by adding vestibules to storage space entries without them.

A detailed plan is required to significantly reduce congestion, separate materials into media groups, identify appropriate drawers, shelving, racks and housing for each group, and identify which spaces can most efficiently and safely accommodate each group and the new storage furniture.

The 2015 *Preservation Master Plan for Taliesin West* identified five levels of significance for the buildings by which all work on site must be guided. The *Collections Storage Improvements Plan* will focus on the Archives and Collections Building (built in 1986-1991) and the Garage (1993) that are later additions to the property and completely outside the four zones of the historic core and for which no restrictions have been placed.

The plan will analyze and make comprehensive recommendations to optimize storage and minimize risks; review environmental conditions, data, and environmental performance of the building envelopes; and make recommendations for effective and efficient management, with emphasis on non-mechanical strategies. Where mechanical strategies, such as high-efficiency air conditioning, are needed, they will take advantage of the on-site capacity for existing solar generated electric power. The plan will provide a basis for the necessary fundraising and grant applications to implement the recommended improvements.

History of the Project

Over time, expanding spatial needs of the Foundation saw some spaces in the Archives and Collections Building repurposed to accommodate offices and storage for non-collections-related departments. While these were valid uses of a limited physical resource, the repurposing has been at the expense of appropriate long-term preservation of Wright-related materials.

The Foundation is now focusing on the critical preservation needs of infrastructure, buildings, and collections to achieve the goals of sustainability and resilience set by the Foundation, preserving our assets for the long term to ensure their continued accessibility in the future.

Site-wide energy efficiency is being implemented by a 4,000-panel, 250kw solar array, re-lamping with LED fixtures, higher R-value insulation, high SEER-rated HVAC systems, and upgrading to comprehensive, programmable climate controls. All recommended storage investments will be evaluated for their ability to create long-term, low-cost Collections storage environments, both in terms of acquisition/installation and in daily operations/maintenance.

Methods and Standards

In addition to the preservation philosophy and guidance provided in the 2015 *Preservation Master Plan*, the CAP assessors report is – and the *Collections Storage Improvements Plan* will also be - consistent with the following philosophical and technical guidance for the conservation of the collections and the buildings/spaces that contain collections:

- *New Orleans Charter for the Joint Preservation of Historic Structures and Artifacts*;
- The American Institute for Conservation for Historic and Artistic Works *Code of Ethics*;
- American Society of Heating Refrigeration and Air Conditioning Engineers (ASHRAE) *2019 Applications Handbook, Chapter 23: Museums, Galleries, Archives and Libraries*;
- *ASHRAE 2010 Standard 55: Thermal Environmental Conditions for Human Occupancy*;

- *APT/AIC Guidelines for Light and Lighting in Historic Buildings that contain Collections*; and,
- *IESNA Museum and Art Gallery Lighting: A Recommended Practice, 1996*.

Work Plan

The CAP Assessment conducted in May 2018 identified priorities to assist in developing strategies for improved collections care. This project originated from one of the strongest recommendations: that the Foundation engage a team consisting of a Preventive Conservator and an Architect/Engineer to conduct a *Collections Storage Improvements Study* from which to develop a *Collections Storage Improvements Plan* to address the challenges of several preservation risks to the stored collections and archives. The team will include Wendy C. Jessup and Michael C. Henry.

M. Henry and W. Jessup performed the CAP assessment and have extensive experience in collections storage planning and energy efficient approaches to environmental management in challenging climates. M. Henry was on the team for the 2015 Preservation Master Plan and is knowledgeable in the site climate, building performance and existing systems on the site.

The Work Plan will include two site visits by our consultants. During the first visit, Wendy Jessup and her assistant, Devon Westerberg, will spend four days on-site to review the collections storage equipment; take basic measurements and collect information about collections spatial requirements.

Also, during this first scheduled visit, Michael Henry will spend two days on-site to assess the collections spaces; evaluate the Archives and Collections Storage and Garage buildings with respect to building compartment and potential environmental improvements.

After meeting with Taliesin West staff and stakeholders to discuss collections access and use, Henry and Jessup will facilitate a collaborative and participatory workshop to establish objectives for safe and sustainable collections storage.

Following the first site visit, Jessup and Henry will develop potential strategies for meeting the identified spatial, environmental, and sustainable objectives for collections storage.

Jessup and Henry will return to Taliesin West for a second site visit, to facilitate a day-long participatory workshop with Taliesin West staff and stakeholders to review and refine potential strategies for collections storage efficiencies and relocation, and environmental and building envelope improvements. The workshop will result in evaluation and selection of the preferred strategies for implementation of plan.

The results will be documented in the *Collections Storage Improvements Plan* prepared by Henry and Jessup and include specific recommendations for storage equipment for the different media to meet commonly accepted museological standards for collections care and preservation and to maximize the efficiency of the storage spaces in terms of access and density. The plan will further detail improvements for environmental management for both the Archives and Collections Building and nearby Garage. Recommendations for building envelope improvements will also be identified.

The overall goal for this project is to develop a plan at a level of detail that will allow the FLWF to immediately get vendor estimates and seek implementation funding from multiple sources.

Goal Summary

The goals for this project are:

- Reduce multiple risks to collections.
- Get stored collections out of the historic complex.
- Maximize spatial efficiency of stored collections while providing ease of access for staff.
- Put the Archives and Collections Building to its best use and original purpose.
- Enhance environmental performance of the building envelope of the Archives and Collections Building and Garage.
- Utilize solar-generated electric power for necessary electrical and mechanical systems.

Results and Dissemination

As part of our organization-wide community outreach philosophy, the Foundation will share our Collections improvement strategies with other members of the museum and historic preservation community, from preliminary planning and grant-seeking to evaluations to full plans and implementation. FLWF has already been asked by the Museum Association of Arizona (MAA) to present our NEH grant request process and results of our *Collections Storage Improvements Plan* at their upcoming 2020 MAA Conference. The MAA seeks to foster communication and cooperation between Arizona museums and related organizations, provide educational opportunities for museum workers through meetings and publications, and advocate for and publicize these objectives statewide.

We have also shared our SCHC plans with the Central Arizona Museum Association (CAMA), a regional organization that fosters collaboration among museum professionals, improving professional practices, and promoting the value of member museums to the greater community. The President of CAMA is very excited about our willingness to share the de-mystifying “nuts and bolts” results of this project in an upcoming CAMA meeting: “As an invaluable service to the field, we are most pleased that the Frank Lloyd Wright Foundation will share its story of facility transformation with the Central Arizona Museum Association. Most of our members are collecting institutions that could advance their respective institutions through improved understanding of their development process and benefitting from the Foundation’s implementation experiences.”

At key milestones, the Foundation will also share SCHC project progress with the general public in various digital media. FLWF maintains a large interactive website, and regularly publishes blog, Facebook, Twitter, and Instagram posts. Last year we had more than 550,000 unique visitors to our website, and we enjoy a deeply engaged following of over 160,000 users on Facebook. The Foundation also publishes a monthly e-Newsletter that is distributed to 15,000 homes. The NEH will be particularly recognized for their contribution to this project.

Project Team

FLWF Staff

Margo Stipe, Project Manager, Margo Stipe is the Director and Curator of Collections for the Frank Lloyd Wright Foundation, where she has been on staff since 1990. An early interest in Japan lead her to focus on Asian art history in college, earning both a B.A and M.A. from the University of Michigan with a specialization in Japan, where she has lived, worked, and traveled widely. She is responsible for safeguarding the collections at both Taliesin West in Scottsdale, AZ and at Taliesin in Spring Green, WI. These include hundreds of Asian art objects, rare books, textiles, costumes, and clothing, as well as Frank Lloyd Wright-designed furniture and decorative objects. She has contributed to numerous publications and is the author of *Frank Lloyd Wright: The Interactive Portfolio* (2004) and *Frank Lloyd Wright: The Rooms: Interiors and Decorative Arts* (2014).

T.K. McClintock, FAIC, FIIC, FAAR, Chair of the FLWF Preservation Committee, member of FLWF Board of Trustees and board member of Frank Lloyd Wright Building Conservancy. Recently of Studio TKM (Somerville, MA), T.K. is one of the premier Preservation and Restoration consultants in the US. Due to his long-term involvement in several Wright and Modernist sites around the country, his understanding of our specific needs is immeasurably beneficial to our future conservation and preservation efforts.

Elizabeth Al-Hazzam Dawsari, Library Director and Taliesin Associated Architects Archivist. She holds a BS Asian Studies from Columbia University and MLS library and information science from the University of Arizona. She has been a member of the Frank Lloyd Wright School of Architecture faculty for 30 years, following library faculty positions at Arizona State University and the University of Petroleum and Minerals in Dhahran, Saudi Arabia. She oversees acquisitions, circulation and care for 36,000 volumes in the library.

Pat Evans, Registrar. BA Art History and MA Library and Information Science, University of Arizona. Assists Foundation's Director and Curator of Collections, Librarian, and Administrator of Historic Studies at Taliesin West (Arizona) with proper care, storage, organization, and display of materials. Supervises Collections Coordinator at Taliesin (Wisconsin). She was previously Registrar at the Scottsdale Museum of Contemporary Art for ten years, and has collections care experience at the Center for Creative Photography at the University of Arizona, as well as serving as an AAM Assessment Program Peer Reviewer.

Emily Butler, Preservation Manager. She holds a BA in Anthropology from Temple University and a Masters of Preservation Studies from Tulane University. Previously head of preservation at Frank Lloyd Wright's House on Kentuck Knob in Pennsylvania. Emily will manage all physical aspects of the *Collections Storage Improvements Plan*, including the pilot implementation project, once specified.

Project Consultants

Watson & Henry Associates and Wendy Jessup and Associates, Inc. consult to museums, archives and conservation education institutions throughout the United States and internationally.

Watson & Henry Associates is a practice of architects and engineers specializing in the preservation of historic buildings throughout the United States. The firm consults on building environments for collections conservation in museums and archives through the United States and internationally. Emphasis is placed on understanding the inherent character and performance of the building in moderating the exterior climate, then on the strategic application of non-mechanical and mechanical systems to improve the interior environment. Design solutions that are environmentally and economically sustainable are sought wherever practical and beneficial.

Wendy Jessup and Associates, Inc., advises on the preventive conservation of collections and archives, collections management, and planning and execution of collections storage/relocation projects for large and small museums and archives.

The two firms have collaborated on dozens of projects and are an established and seamless multi-discipline team of professionals experienced in issues related to building envelopes, mechanical systems, museum facilities planning, and collections conservation and storage at a wide range of museums and archives in historic and contemporary structures.

Michael C. Henry, Watson & Henry Associates: Since founding Watson & Henry Associates in 1984, Michael Henry has consulted throughout the United States on:

- Sustainable environmental management for museums for preventive conservation of collections;
- Investigation, monitoring, analysis and assessment of historic buildings;
- Investigation and analysis of the performance of historic and contemporary building envelopes; and
- Engineered stabilization and relocation of large museum objects.

His museum consultations abroad include Cuba, Mexico, Brazil, Rwanda, Tunisia and India.

With Shin Maekawa and Vincent Beltran, Michael is co-author of the book *Environmental Management for Collections: Alternative Conservation Strategies for Hot and Humid Climates*, published by the Getty Conservation Institute in 2015.

Michael is Adjunct Professor of Architecture in the Graduate Program in Historic Preservation at the University of Pennsylvania. He lectures on buildings and conservation environments in the Winterthur/University of Delaware Graduate Program in Art Conservation. He was a visiting teacher for five years in the Master's Program at the Centre for Sustainable Heritage, University College London (UK) where he was also a Fulbright Distinguished Scholar (2006).

Michael is a Registered Professional Engineer in New Jersey and several states and is a Registered Architect in New Jersey. He has a Master of Science in Engineering from the University of Pennsylvania and a Bachelor of Science in Mechanical Engineering from the University of Houston.

Wendy C. Jessup, Wendy Jessup and Associates, Inc. With over forty years of experience as a museum conservator, Ms. Jessup is highly experienced in identifying vulnerabilities and risks to collections and in setting objectives for risk reduction, collections accountability and preventive conservation. Over the last thirty years, she has consulted to many museums and archives within the United States as well as internationally. Projects include development of preventive conservation policies, environmental monitoring programs, environmental assessments, storage plans, collections relocation plans, long-range conservation plans, and facilities planning for collections care and preservation. Her clients have included the Smithsonian Institution, the Walters Museum of Art, the Portland Museum of Art and numerous sites of the U.S. National Park Service. Ms. Jessup completed the CAP Assessment for Taliesin West in 2018.

A Professional Associate of the American Institute for Conservation (AIC), Ms. Jessup has also provided training and instruction to museum professionals nationally and internationally through various conservation and museum organizations, including The Getty Conservation Institute, the American Alliance of Museums, and the Smithsonian Institution. She was on the course development team and serves as an instructor for *Preserving Collections in the Age of Sustainability*, part of the GCI's Managing Collections Environments Initiative.

Devon Westerberg, Wendy Jessup and Associates, Inc.: Ms. Westerberg serves as Collections Management Specialist for Wendy Jessup and Associates, Inc. where she assists in the development of preservation plans, collections storage improvement plans, collections management programs, and environmental monitoring programs. In addition, she oversees ongoing environmental monitoring programs, standardizes collected data and performs preliminary analysis of seasonal conditions using eClimate Notebook® and other analytical tools. Ms. Westerberg completed her Master of Arts in Museum Studies at the George Washington University with emphasis in collections management.