



National Park Service  
U.S. Department of the Interior

## Collection Management Plan

Marsh-Billings-Rockefeller National Historical Park  
Woodstock, Vermont

December 2006



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MUSEUM  
SERVICES  
CENTRAL

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Cover photo: Array of small items on the chest of drawers in Laurance Rockefeller's study,  
Marsh-Billings-Rockefeller National Historical Park. Photo: NPS

N O R T H E A S T  
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H-20 (NMSC)

December 6, 2006

To: Superintendent, Marsh-Billings-Rockefeller National Historical Park

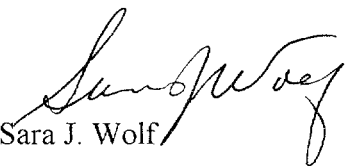
From: Director, Northeast Museum Services Center

Subject: Final Collection Management Plan

Please find enclosed five copies of the final version of the park's Collection Management Plan (CMP). Please note that we have included two copies for public use that do not include the security chapter.

Included in the appendix is the Action Plan for carrying out the recommendation in the report.

It has been a pleasure working with your staff. Please let us know if we can be of further assistance.



Sara J. Wolf

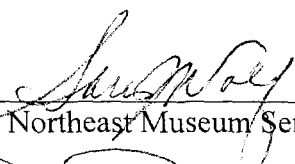
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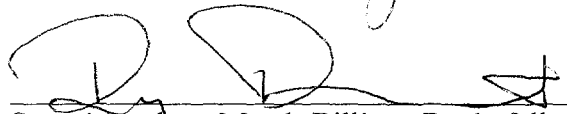
**MARSH-BILLINGS-ROCKEFELLER NATIONAL HISTORICAL PARK  
COLLECTION MANAGEMENT PLAN**

Recommended:

  
Director, Northeast Museum Services Center

11/28/2006  
Date

Approved:

  
Superintendent, Marsh-Billings-Rockefeller  
National Historical Park

11/30/2006  
Date

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## **MARSH-BILLINGS-ROCKEFELLER NATIONAL HISTORICAL PARK**

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## EXECUTIVE SUMMARY

The purpose of the Collection Management Plan (CMP) is to provide the park with a tool to assist park staff in prioritizing the needs of its museum collections. The CMP team evaluates existing conditions at the park and provides recommendations to help the park improve its curatorial program.

Overall, the CMP team was extremely impressed by the high quality of collections care at the park. Marsh-Billings-Rockefeller National Historical Park is extremely fortunate to have been able to hire a Curator who had served previously as the Rockefeller's private curator. She had a strong hand in preparing the collections for transfer to the National Park Service in 1998 and brings to the park a deep understanding of the history and significance of the collections. As part of this preparatory work and in advance of the park's General Management Plan (1998), the Northeast Museum Services Center conducted a Preliminary CMP in 1993/94, which addressed recommendations for the Scope of Collection Statement (SOCS), interpretation, preservation, staffing, storage, and fire and security.

Since the park's opening in 1998, every year has seen the preparation for or implementation of major collection moves as buildings have been upgraded for fire suppression systems (Bungalow and Mansion) or completely rehabilitated (Carriage Barn and Woodshed (planned for 2005/06)). Each project has entailed painstaking planning, packing, moving, storage, and reinstallation of fragile and valuable collections. Most of this work has been carried out by the Curator and the part-time Museum Technician, and has consumed much of their time.

As a result, the curatorial staff has not been able to address ongoing preservation needs for the collection, including adequate housekeeping, Integrated Pest Management (IPM) and environmental monitoring, and this has allowed certain parts of the collection to deteriorate unnecessarily.

Addressing the curatorial staffing needs is a very high priority at this time to mitigate any further deterioration of the collections and to provide the incumbent curator with the professional assistance she needs.

The CMP has also identified additional responsibilities for the Curator, including the management of the park's archival collections which will include accessioning, cataloguing, and caring for the park's resource management records, as appropriate. If the park were able to cost share with Saint-Gaudens National Historic Site to hire a part-time Museum Technician, this support would help the park's curatorial program immensely.

The park has done an admirable job addressing collections storage issues at the park. The greatest long-term need is to create additional secure and environmentally-controlled collection storage. The proposed wing to the Woodbarn Mill project would accommodate these needs, as detailed in the Storage chapter of this report.

The document contains an analysis of the curatorial program and provides recommendations based on the site visit between July 5 and July 16, 2005.

## TABLE OF CONTENTS

|                                                                                                                     |     |
|---------------------------------------------------------------------------------------------------------------------|-----|
| Executive Summary                                                                                                   | iii |
| I. History and Significance of the Collection                                                                       | 1   |
| II. Scope of Collection                                                                                             | 9   |
| III. Museum Records and Documentation                                                                               | 13  |
| IV. Use of and Access to the Collection                                                                             | 19  |
| V. Archives and Manuscript Collections                                                                              | 23  |
| VI. Collections Preservation                                                                                        | 33  |
| VII. Collections Storage                                                                                            | 45  |
| VIII. Security and Fire Protection                                                                                  | 53  |
| IX. Curatorial Staffing                                                                                             | 65  |
| X. Programming and Funding                                                                                          | 69  |
| Appendices                                                                                                          | 71  |
| A. Letter of Intent, 1992                                                                                           |     |
| B. Proposed Draft Scope of Collection Statement for Marsh-Billings Rockefeller National Historical Park (July 2005) |     |
| C. Northeast Museum Services Center Briefing Paper: Architectural Fragments (October 2002)                          |     |
| D. "Saving Large Structural or Functional Elements on Site," MABI SOP (March 2005)                                  |     |
| E. Archives and Manuscript Outline with Definitions from NPS-28                                                     |     |
| F. Archives and Manuscripts Survey (July 2005)                                                                      |     |
| G. Updated Cultural Resources Bibliography (CRBIB) for MABI (July 2005)                                             |     |
| H. CMP Action Plan (November 2006)                                                                                  |     |



## I. HISTORY AND SIGNIFICANCE OF THE COLLECTION

### INTRODUCTION

This brief history of the collections at Marsh-Billings-Rockefeller National Historical Park is meant to ground the story of the collections in the larger history of the site's occupancy and management. Consideration of the collection's significance will help the park's managers understand the close association of the collections with the site, as well as their intrinsic value and interest. It will also help to focus future collecting and research, improve access, and identify priorities for preservation and protection.

### HISTORY OF THE COLLECTIONS

The site and its collections are associated with the lives and contributions of three families:

- the family of George Perkins Marsh;
- the family of Frederick Billings;
- and the family of Laurance Rockefeller.

#### The Marsh Era (1789-1869)

Only a few artifacts survive that can be identified with the original Marsh house and farm founded by Charles Marsh Sr. (1765-1849), the boyhood home of his son George Perkins Marsh (1801-1882). The brick house on the site was built in 1805-07 by the local builder Nathaniel Smith, and occupied by the Marsh family for more than sixty years. At the end of their residency in 1869, the Marsh house furnishings and farm equipment were sold by auction and dispersed, and the house was fully rebuilt by the purchaser Frederick Billings, becoming the enlarged brick structure known as the Mansion. A few Marsh family furnishings were acquired by neighbors in Woodstock, and found their way eventually into the collections of the Woodstock Historical Society. A tall case clock that was apparently a relic of the Marsh family occupancy is mentioned in an 1886 diary entry by Billings, and such a clock, penciled "Marsh clock" in an early hand on the back of the case, stands in the Study. One of George Perkins Marsh's walking sticks, a memento presented to Billings by George Perkins Marsh's widow, survives in the collection.

#### The Billings Era (1869-1951)

The defining core of the collections, still on view within the Mansion, consists of domestic furnishings and works of art of the late Victorian period, assembled by Frederick Billings (1823-1890) and his wife Julia Parmly Billings (1835-1914) at their purchase of the property in 1869, and subsequently augmented by them. Related collections are housed or on view in subsidiary buildings on the site, including the Belvedere, Bungalow, Carriage Barn, and Woodshed. Frederick Billings developed the adjacent agricultural lands and buildings into an award-winning progressive farm, and hired a professional manager to reside at the farm and oversee the Jersey dairy herd, Southdown sheep, poultry and field crops, and forestry work. Billings created a network of carriage roads on Mount Tom to showcase his progressive forestry experiments, and gave open recreational access to his neighbors and friends.

Some of the furnishings acquired during the Billings family's 1869-70 remodeling of the Mansion by W.R. Emerson and W.J. MacPherson survive in the present collection. However, most of the surviving furnishings can be traced to the second remodeling of the Mansion in 1885-86 by H.H. Holly and John DuFais. The Victorian interiors were preserved by Frederick and Julia Billings' heirs without significant change through the 1930s and 1940s.

#### The Rockefeller Era (1951-1997)

In 1951, the Mansion property came to be owned by Mary French Rockefeller (1910-1997), a granddaughter of Frederick Billings, and her husband Laurance S. Rockefeller (1910-2004). Together they undertook the third major renovation campaign on the property, updating, remodeling, and redecorating the Mansion, Belvedere, and Bungalow between 1955 and 1965. The work was carried out under the direction of the architect and interior designer Theodor H. ("Ted") Muller. Muller retained much of the late Victorian style of the Mansion and Belvedere, while upgrading utility systems, service areas, and bathrooms. He oversaw the installation of two fallout shelters at the Mansion and Belvedere, respectively, in 1960-65, and added an elevator at the Mansion in 1973.

For the redecoration of the Mansion, Muller retained most of the "Queen Anne" interior finish, while lightening the interiors for a modern taste with new pastel wall coverings, floor and window textiles, and furniture upholstery. He retained and made use of the Victorian art and furnishings, respecting the customary room locations, but placing the objects in modern configurations, and altering some pieces to suit modern uses.

Muller was also responsible for significant renovation work on the Double Cottage, Garden Workshop and Horse Shed, and the demolition of the Laundry and Stone Shed. He worked in collaboration with the landscape architect Zenon Schreiber on the renovation of the terrace gardens and the hillside water garden.

In June 1967 Lady Bird Johnson visited Woodstock to dedicate the Mansion as a Registered National Historic Landmark. In 1968 the Rockefellers created The Woodstock Foundation, Inc. as a vehicle for their local philanthropies. In 1969 Laurance Rockefeller purchased the Woodstock Inn and the adjacent historic golf course, as well as the two local ski areas, Mount Tom and Suicide Six, uniting the Inn and the sports facilities as a modern four-season resort operated by the Woodstock Resort Corporation.

In 1973 The Woodstock Foundation established the Vermont Folklife Project, a research and collecting project documenting the vanishing traditions of rural agriculture in East Central Vermont. The Project's first offices and collection storage were located at the Carriage Barn on the Mansion grounds. In 1974 Rockefeller purchased the Billings Farm, which had been an active commercial dairy operation under the ownership of John French (Mary Rockefeller's brother) since 1954. The purchase had the effect of reuniting the historic core of Frederick Billings' residential and agricultural property for the first time since 1914. The commercial dairy operation continued during the new phase of ownership.

The Vermont Folklife Project gave rise to the Billings Farm & Museum, which opened in 1983 in the historic barns at the Billings Farm. The Vermont Folklife Project's office records and collections were relocated to the farm property at that time. The Billings Farm & Museum is operated by The Woodstock Foundation, and has come to be the Foundation's principal local project. The historic residential complex of Mansion, outbuildings and grounds located across the highway from the Farm & Museum remained the Rockefellers' private residence during this period.

In 1992, after extensive discussions with historians, NPS officials, and members of Congress, the Rockefellers donated the Mansion, the residential grounds and outbuildings, and the surrounding 550-acre forest to the nation as Marsh-Billings National Historical Park (the park name was enlarged to include Rockefeller in 1998). Mary and Laurance Rockefeller reserved the right to occupy the donated property as a private residence during their lifetimes, and at the time of the gift of the land and buildings in 1992 they declared their intention to donate the contents of the buildings – the furnishings, works of art, and other historic collections – to the National Park Service at the conclusion of their private residency. Between 1992 and 1997, planning went forward for the eventual public opening of the park. In 1997 Mary Rockefeller died, and Laurance Rockefeller decided to relinquish his life tenancy at the end of that year. The contents of the buildings were donated to the park at the end of 1997, and the park opened to the public in June 1998.<sup>1</sup>

#### The National Park Service Era (1998-Present)

In 1998 the contents of the buildings – the park's collections – were contained, in large part, in the structures where those collections had, historically, been housed or accumulated. The Mansion contained art, books and furniture, as well as historic textiles, metalwares and ceramics, garments and personal possessions, equipment and supplies integral to the functional occupancy of the building as a home. The Carriage Barn contained antique horse-drawn vehicles, harness and tack, and a diverse collection of stored furnishings, tools and architectural fragments. The Bungalow contained furniture and decorative objects introduced in the 1960s by the Rockefellers for decoration and function as a seasonal guest house, and the Belvedere contained furniture, books, sporting equipment and supplies introduced by the Rockefellers to modernize and equip the Belvedere as a recreational building, a fallout shelter, and a secluded office for Mr. Rockefeller. The Woodshed was dedicated to rugged storage of a few antique horse-drawn vehicles, other antique tools and equipment, and architectural fragments.

The Billings Farm & Museum, situated within the Protection Zone of the park, continued to operate independently, as defined in the 1992 deed of gift to the National Park Service. The Farm & Museum's governing organization, The Woodstock Foundation, continued to own and manage the collections housed and displayed on the Farm & Museum site: the Vermont Folklife Project's collection of farm tools and equipment not original to the Billings Farm site, as well as a few antique vehicles and tools original to the site. The Woodstock Foundation also continued to possess and manage two important archival

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<sup>1</sup> Kennedy et al., *Conservation Stewardship Workshop: Findings and Recommendations*. (Boston: NPS, 1993). Site History, pp.35-37.

documentary collections formed on the historic property: the Billings Family Archives of personal records of the Billings family and their domestic life in Woodstock and elsewhere, historically housed at the Mansion, and the Billings Property Archives of capital construction, recurring maintenance and agricultural work records historically housed in the Farm Manager's office at the Farm.

Since 1998, the park has pursued an ambitious program of structural renovation and fire protection, which has entailed protecting, packing, removing and relocating all the historic collections of the Carriage Barn, the Mansion and the Bungalow. Similar projects await the Belvedere and the Woodshed collections in 2005-2006.

The relocation of collections has varied in duration and character. Some relocations have been undertaken with no expectation of reversal, notably the removal of carriages, harness and tack from the Carriage Barn to the Woodshed, and the relocation of stored works of art, books, textiles, metalwares and ceramics from the Mansion to a climate-controlled storage facility newly created in the Carriage Barn. Other projects have been undertaken with some hope of eventual reversal, notably the removal of the historic contents of the Mansion Service Wing to admit park offices.

Since 1998 the park has recorded a small number of additional accessions, of two kinds. Occasional field collections of fragments and relics have been found on site by work crews and rangers. Occasional donations have also been received, consisting of artifacts having a historic connection to the property and the lives of the resident families. A pair of carriage lamps from one of the surviving carriages in the collection, for example, was inherited as a memento by a descendant, and was added to the park collection by donation from the descendant in 1999.

## **SIGNIFICANCE OF THE COLLECTIONS**

Museum collections should be evaluated for their contributing value to the resources based on the park's enabling legislation, the park's mission statement, and established themes developed in park planning documents such as the *Draft General Management Plan* (1998), the *Long Range Interpretive Plan* (2003), the *Historic Structure Reports* for the Mansion and outbuildings (1997-2004), and the *Cultural Landscape Reports* for the Forest (2000) and the Gardens and Grounds (forthcoming 2005).

The museum collections at Marsh-Billings-Rockefeller National Historical Park exhibit a high degree of historic integrity and national significance. The Marsh-Billings-Rockefeller Mansion was dedicated as a Registered National Historic Landmark in 1967, and recognized as part of the Woodstock Village National Historic District in 1973. The art and furnishings on display and in storage at the park are original to the site, integral to the historic buildings, and vividly evoke a long occupancy of the property through several generations.

The collections reflect the continuity of inheritance and stewardship which is a significant part of the Park's interpretive message to the public. They are also an important research resource for scholars of many subjects, including:

- nineteenth and twentieth century conservation stewardship;
- the fine and decorative arts;
- the development of rural estates and progressive farms in the region and the local community;
- indoor and outdoor sports, and the region-wide rise of recreational tourism and sports;
- and the social and environmental threats of the Cold War.

#### Conservation Stewardship

The domestic lives of the Marsh, Billings, and Rockefeller families provide a window into the advance of conservation stewardship thinking and practice over two centuries. Frederick Billings' regard for the works of George Perkins Marsh was implicit in his acquisition and development of the Marsh property. The books on the shelves of the Mansion library speak to Billings' close involvement in the land management issues that were crucial to railroad development and settlement in the American West. Billings' daughters, in their turn, were gifted amateur naturalists and horticulturalists, who left an evocative legacy in the gardens and grounds that they enhanced, and the Mansion books they read. The Mansion rooms are filled with mementos of the Rockefellers' long association with the conservation of emblematic natural treasures, in the National Park Service and throughout the world. Laurance Rockefeller's innovative promotion of environmentally sensitive recreational tourism and his collaboration with President and Mrs. Lyndon Johnson on civic beautification campaigns are powerfully evoked in the books and mementos that fill his office at the Belvedere.

#### Fine and Decorative Arts

The collection of Hudson River School landscape paintings assembled by Frederick and Julia Billings, and augmented by Laurance Rockefeller, is emblematic of the taste of their times, important and attractive in its individual elements, and noteworthy for its survival, virtually intact, in its original intended setting. The paintings illuminate the achievements of the Billings and Rockefeller families, in particular the Bierstadt landscapes acquired by Billings, and multiplied by Rockefeller. Other paintings in the collection, such as the Thomas Cole "Niagara" and the Sanford Gifford "Venice", are significant surviving works in the known output of those artists. As a whole, the collection shows the influence of art on the conservation movement and expresses the message of conservation stewardship that is central to the park's public outreach.<sup>2</sup>

The furnishings of the Mansion, Belvedere and Bungalow are also remarkable for their survival as integral, layered collections with many notable elements. The Victorian furniture, antique oriental carpets, silver, and European and oriental ceramics acquired by the Billings family are enhanced by the addition of heirloom ceramics from the John D.

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<sup>2</sup> McGrath, Robert L. *Special History Study: Art and the American Conservation Movement* (Boston: NPS, 2001). Executive Summary, pp. vii-viii.

Rockefeller Jr. collection, inherited by his son Laurance: a set of early Mason ironstone china dinnerware, and a group of seventeenth century oriental chargers.<sup>3</sup>

#### Rural Estates

Other collections, including the array of Billings family carriages, speak to the long occupation of the site as a much-loved family home and progressive farming enterprise, where stewardship of the land, agricultural education, recreation, and community hospitality were inextricably linked.

#### Sports and Recreation

The site is characterized by purpose-built sporting facilities such as the Bowling Alley, Putting Green, Tennis Court, and Mansion billiard room, as well as the carriage collection, all of which track the early rise and defining enthusiasm for indoor and outdoor recreation shared by all the families residing on the site. The continuing story of recreation is expressed by the Mansion collection of downhill skiing equipment from the 1960s and 1970s, which exemplifies an important recent era in the history of recreational tourism, with significant influence on the management and cultivation of New England's landscape.

#### Cold War

The two fully intact fallout shelters at Marsh-Billings-Rockefeller NHP are a hidden but integral part of the property and resources protected by the NPS. They document a significant aspect of Cold War history in the United States. Built in the period 1961-1965 under the direction of the Rockefellers, they reflect a period of profound national anxiety over the future of human existence in the face of possible nuclear war with the Soviet Union.

At the height of the Cold War in the late 1950s and early 1960s, the government struggled to find the best way to protect the nation during a nuclear attack. The Eisenhower administration considered but rejected a national fallout shelter program because it was considered too expensive and of questionable effectiveness. Several very vocal and politically powerful proponents of a national fallout shelter program appeared in the late 1950s in the political and scientific communities. One of these was Nelson Rockefeller, governor of New York and brother to Laurance Rockefeller.<sup>4</sup>

Historian Kenneth D. Rose argues that during the "height of the Cold War tensions Americans *talked* a great deal about fallout shelters, but relatively few Americans actually *built* fallout shelters." He estimates that by 1965 about 200,000 private shelters had been built, but admits that this figure is highly speculative. While this number is by no means small, it was a fraction of American homeowners.<sup>5</sup>

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<sup>3</sup> Houghton, Janet R. *The Billings Mansion: a History of Its Design and Furnishing, 1869-1900*. (Privately issued, 1977).

<sup>4</sup> Kenneth D. Rose, *One Nation Underground: The Fallout Shelter in American Culture* (New York, New York University Press, 2001), 22, 29-30.

<sup>5</sup> Kenneth D. Rose, *One Nation Underground*, 202.

It is unknown how many of these domestic fallout shelters remain in the United States. Nelson Rockefeller did build domestic fallout shelters in each of his four residences. Although no known documentation exists, it is probable that Nelson Rockefeller's strong position convinced others in his family to also build shelters. The shelters at Marsh-Billings-Rockefeller NHP are the only ones under the stewardship of the National Park Service and they offer a wonderful interpretive opportunity to explore this aspect of Cold War history at a park service site.



## II. SCOPE OF COLLECTIONS

### INTRODUCTION

The Scope of Collection Statement (SOCS) is a stand-alone museum planning document that serves to guide the park in the acquisition and preservation of museum objects, archival materials, natural history collections, and park management records that contribute directly to the understanding and interpretation of the park's cultural and natural resources, as well as those objects that the Service is legally mandated to preserve. The document provides the intellectual basis for managing the collection and is based on the park's enabling legislation and park planning documents: the park's *Draft General Management Plan* (1998), interpretive planning documents, such as the *Long Range Interpretive Plan* (2003), and other pertinent documents that may affect the collection of museum objects or their management and use, including historic resource studies, cultural landscape reports, historic structure reports and historic furnishing plans.

Use of the museum collection is an important method through which the park's mission and the interpretive goals for the park can be communicated to the public. Although the predominant part of the museum collection is the domestic furnishings from the late nineteenth century associated with the Billings family estate and the furnishings associated with the later ownership of the estate by the Rockefeller family, the park has developed creative techniques to use the collection to support the theme of conservation stewardship. Specifically the park has utilized the landscape paintings that are a part of the large fine arts collection as a visual means to communicate to the visitor the ideas of conservation stewardship and the commitment of the Marshes, Billings, and Rockefellers to these ideals.

The Mansion, which is open to the public for guided tours, contains the historic furnishings which are associated with the Billings and Rockefeller families. The Mansion is the major venue for exhibiting materials from the collection.

### CURRENT STATUS

At present there is no Scope of Collection Statement for the park. The Scope of Collections chapter in the 1994 Preliminary Collection Management Plan includes a survey of the major collection categories and makes recommendations with which to develop a Scope of Collection Statement.

When the Scope of Collections chapter was written, items owned by the Rockefellers and associated with the Billings Mansion, had been pledged to the park (with some exclusions) in a 1992 letter.<sup>6</sup> Exclusions included items of a personal nature, such as clothing, letters, statements of accounts, diaries, bric-a-brac and mementoes. Also excluded were contemporary household equipment, appliances and entertainment equipment, five paintings and a tobacco leaf pattern dinner service.

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<sup>6</sup> See Appendix A, a copy of the December 31, 1992 letter from Laurance S. Rockefeller and Mary F. Rockefeller to the Secretary of the Interior.

When the transfer of items occurred in 1997, some items that originally were excluded were included with the transferred items. Excluded items that were transferred included contemporary household equipment, appliances and entertainment equipment, personal photographs, bric-a-brac and mementoes. Five paintings, the tobacco leaf pattern dinner service, personal clothing, videos, and compact disks remained excluded from the transfer.

In the park but not accessioned into the collection are four important archival collections: the Woodstock Foundation Records, composed of the Billings Mansion Curatorial Files, 1975 – 1997 and the Billings Estate Maintenance Files, 1954 through 1998; a 33 mm. slide collection of the site, buildings, and furnishings; and National Park Service Records for Marsh-Billings-Rockefeller National Historical Park, which include not only the records in the park files but also reports, such as historic structure reports, cultural landscape reports and natural resource management reports, created for the park.<sup>7</sup> Architectural fragments from an architectural investigative survey of the Mansion for a historic structure report and archeology from the site assessment of the Carriage Barn are at the park. All have been accessioned and catalogued. Salvaged architectural elements of the Carriage Barn interior finish, save prior to rehabilitation, have not yet been accessioned and catalogued.

The park Curator began inventorying and cataloging the collection in 1975 as a contract Curator for the Rockefeller Family. The project continued until 1979. Her work resulted in the report, "The Billings Mansion – A History of its Design and Furnishing, 1869 – 1900, A Summary Report Derived from the Records of the Collections Cataloging Project, 1975 – 1977". From 1985 until 1997 she was the Curator of Decorative Arts for the Billings Farm & Museum, a position in which she continued to manage and catalogue the Mansion collection. In 1997 she became the Curator of Marsh-Billings-Rockefeller National Historical Park. Her knowledge and understanding of the collection is irreplaceable.

#### Deaccessions

The Scope of Collections chapter in the Preliminary Collection Management Plan does not discuss the issue of deaccessioning items from the collection. For some collection items, there are multiple examples of the same item, such as storm windows, window screens, shutters, and published copies of rare books and pamphlets written by Billings family members.

Other materials, such as those from the Belvedere fallout shelter, have deteriorated and may no longer be appropriate for inclusion in the collection.

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<sup>7</sup> See the Archives and Manuscript Collections chapter in this report for a complete explanation of these records and Appendix F for a survey.

### Acquisitions

There are no known significant collections of materials associated with either the Billings family or the Rockefeller family and relevant to the park's enabling legislation, mission and interpretive themes that are likely to be offered for acquisition into the collection.

A few items that Billings and Rockefeller family members have retained from the estate as mementoes are occasionally offered to the park. For example, the lamps from one of the carriages at the site were donated to the park. Items of this type with a clear association to the estate that can be documented either through historical resources or by use on the estate are appropriate acquisitions for the collection.

The acquisition of compact disks, tapes and videos to replace the specific titles retained by the Rockefellers is planned. The Curator created a list of these materials during the Rockefeller residency.

The Billings-Kittredge Herbarium Collection, which consists of approximately 1200 unbound sheets of botanical specimens, color photographs, handwritten notes and color drawings, is housed at the Billings Farm & Museum. Elizabeth Billings and Elsie Kittredge created the collection which is composed of specimens gathered on the Billings Estate and in the Woodstock, Vermont area. The collection is considered one of the outstanding herbariums in New England. The final disposition of the collection remains under discussion.

## **SUMMARY**

A Scope of Collection Statement based on the National Park Service guidelines outlined in Chapter 2, Scope of Museum Collections, and Appendix E, Scope of Collection Statement, in the *Museum Handbook* must be written. Because the current Curator is so knowledgeable about the collection it is important that a Scope of Collection Statement be written now so that it is informed by her expertise. The collection should be assessed for items that could be deaccessioned. As discussed previously, certain materials in the park should be accessioned into the collection. Some items, specifically videos and compact disks to replace ones kept by the Rockefellers, may be acquired for the collection.

## **RECOMMENDATIONS**

### Immediate

1. Write a Scope of Collection Statement using the Draft Scope of Collection Statement in Appendix B.

### Short-term

1. Accession into the collection the Woodstock Foundation Records in the possession of the park. The records consist of the Billings Mansion Curatorial Files, 1975 – 1997; and the Billings Estate Maintenance Files, 1954 – 1998. Also accession into the

collection the 35 mm. slide collection; and the National Park Service records for the park, including cultural and natural resource reports.

2. Acquire for the collection videos, tapes and compact disks that replace the ones retained by the Rockefellers.
3. Assess the collection for items that should be deaccessioned. Consult Attachment 1 to the Scope of Collection Statement in Appendix B of this report for deaccessioning criteria to guide the process. Specific items to consider for deaccessioning include the multiple copies of Billings Family publications, storm windows, window screens, shutters, and deteriorated materials from the fallout shelters. Representative examples of these items should be retained, and the remainder deaccessioned.
4. See Appendix C, Northeast Museum Services Center Briefing Paper, "Architectural Fragment Collections", by Giles Parker, October 2002, and Appendix D, "Saving Large Structural or Functional Elements on Site" by Janet Houghton, March 2005, for guidance on historic fabric collections. An Architectural Collection Survey may be useful for determining appropriate items to add to the collection from the materials retained from the rehabilitation of the Carriage Barn. Either Richard Chilcoat or Lisa Sasser of the Architecture Preservation Division can prepare this type of survey using project funding.

Long-term

1. Add the Billings-Kittredge Herbarium Collection to the park collection.

### III. MUSEUM RECORDS AND DOCUMENTATION

#### INTRODUCTION

Museum collection documentation provides an essential record of legal ownership, provenance, and historical background associated with the objects. Good documentation improves accountability and protects the park from legal liability. Such documentation is crucial to effective use of the collections for research, exhibit development or baseline information by providing accessibility and intellectual control. The NPS Museum Handbook Part II outlines rules and procedures for proper collections documentation.

#### CURRENT STATUS

Collection documentation at Marsh-Billings-Rockefeller National Historical Park (MABI) has been excellent since the National Park Service began operating the site in 1998, primarily due to the diligent work of the curator. Hired by the Rockefeller family in 1975, the curator's pre-NPS era accomplishments provided a solid foundation upon which to base future work. Over the past seven years, the park has made considerable progress bringing records into line with NPS requirements and guidelines.

##### Records Storage and Preservation

Accession records, museum inventories and backup files are kept in a fire-resistant cabinet with a key lock. The Curator holds one key and another is kept in the park's lock box. The cabinet is located in the Curator's office, which can be locked though most park staff members have access. The building housing the Curator's office is equipped with a security system. Computerized records are password protected at two levels, one to log on to the terminal and another for access to ANCS+. Archival quality materials (acid-free folders and paper) are used for hard copies of museum records.

##### Accession Records

The accession ledger and associated folders contain the basic legal documentation of collection ownership. MABI's accession ledger is in excellent shape. Entries are in the appropriate format, printed neatly in permanent ink. The eight most recent accessions (MABI-36 through 43) are awaiting documentation and have not yet been entered into the ledger. Catalog numbers relating to each accession are entered, and multiple objects for each accession are listed in the ledger with the exception of MABI-1, which has its own corresponding binder. One error is noted in the ledger (an incorrect catalog number) and the appropriate correction technique was used to note the change.

Every accession has a properly labeled folder. Use of folder checklists is spotty, roughly half of the folders are marked. Proof of ownership and related correspondence are appropriately placed in these folders. Most folders contain an Accession Receiving Report (Form 10-95), but some (MABI-36 through 41 and MABI-43) lack this document. Two accessions recorded as purchases (MABI-26, 33) have no receipts for the related objects.

Currently there is no separate hard copy source of accession file. Complete source of accession information is electronically maintained in ANCS+, and through documentation in the accession ledger and folders.

ANCS+ accession files are well maintained and generally complete. Accessions MABI-36 through 43 are marked "Not Cataloged". Accessions MABI-39 through 41 are out of date sequence in relation to previous entries.

There are still some unaccessioned objects because accession MABI-1 has not been entirely documented. The curator states that these "unaccessioned" objects comprise less than 10% of MABI-1 and are of marginal importance. Newly acquired objects are placed in the room next to the curator's office to await processing and are kept segregated from other collection items.

#### Catalog Records

Two series of catalog records currently exist at MABI, the pre-NPS paper records created by Curator Janet Houghton and the NPS electronic records created via ANCS+. ANCS+ catalog records run from 1 to 7633, including cultural resource and natural history records. Records were logged in between the years 1999 and 2002. There are no gaps in the numbering sequence.

The catalog number log books are not complete to 7633. Volumes 1 and 2 are full.

To date, the park has no forms 10-254. The Curator has not requested the forms because of a lack of research requests and the existence of the pre-NPS card catalog that, in the Curator's estimation, makes the 10-254 forms redundant.

Registration and catalog data for documented objects is complete and accurate. The park has a standard operating procedure (updated Nov. 2001) for entering information into ANCS+, and records are consistent. Classifications for object types are correct and descriptions are sufficiently detailed. Object descriptions in the pre-NPS card catalog often contain more information than those in the ANCS+ database.

Within ANCS+, object conditions are entered using the appropriate codes. Object manufacture and use dates are entered but do not make use of the expanded date fields. Location information is usually current, but there are some inaccuracies. A spot check of randomly selected objects was performed in order to assess the accuracy of object locations as recorded in ANCS+ and on the pre-NPS catalog cards. Of the objects selected for the spot check, all were quickly found. Finding three objects (a basket, a board game, and game pieces) required consultation of the "Mansion Clearance Inventory", as the electronic or printed catalog records do not have specific recorded locations. The board game and pieces have no electronic record, and the location recorded on their pre-NPS era catalog card is no longer accurate.

Since the park's creation, there has been a great deal of collection movement from one location to another in order to clear areas for building rehabilitation projects. As a result,

not all of the recorded object locations in ANCS+ are accurate. The curator states that objects that have been moved, sometimes more than once, can be "hard to find." Information needed to quickly locate moved objects often resides only in the curator's memory.

Recent valuations exist for many objects in the collection. These valuations are based on a series of appraisals carried out in 1997, before the site was turned over to the NPS. The appraisals are kept in the accession folders for MABI-1.

ANCS+ has been in active use at the park since 1999. Record logging dates begin in 1999; the most recent are dated 2002. Although no records have been added since 2002, those in ANCS+ have been updated as needed, with the most recent updates occurring in June 2005. The 7633 records in ANCS+ comprise approximately 33% of the park's collection. All current ANCS+ records have been sent to the National Catalog Office. No copies of ANCS+ records (Form 10-254) have been printed out for the park (see above).

Computer hardware is currently sufficient to run ANCS+. The park's license allows ANCS+ installation on 2-5 computers, but at present only the curator's computer has the program installed, and this database is the master copy.

The backlog of objects to be cataloged into ANCS+ at MABI is considerable. Of an estimated 23,500 objects approximately 9,100 (comprising 7633 records) have been entered into ANCS+. Additionally, an estimated 10% of the collection has not been documented in any form, including pre-NPS surveys. Numerous other duties place demands on the curator's time, as well as that of the part-time Museum Technician, and further cataloging efforts have effectively ceased. No records have been entered into the electronic database since 2002.

There are catalog folders for over 800 corresponding records in ANCS+. Folders appear to be non-acidic, and are filed in numerical order in acid-free boxes kept in the climate-controlled collection storage area. Folders are labeled in pencil with the park's acronym and the catalog number. Most of the material in the folders is appropriate, including pre-NPS era identification tags, object treatment reports, and related research material. Several folders contain possible historic artifacts, mostly removed from books in the collection; these include photographs, possible historic tags, and pressed clovers. The folders are:

|           |           |           |
|-----------|-----------|-----------|
| MABI 948  | MABI 1358 | MABI 1656 |
| MABI 1679 | MABI 1684 | MABI 2997 |
| MABI 6188 | MABI 6437 | MABI 6848 |
| MABI 6879 | MABI 7004 | MABI 7090 |

#### Inventory Records

An important museum collections document at MABI is the Deed of Gift Inventory, completed Dec. 31, 1997 on the eve of the site's transfer to the National Park Service.

This inventory, conducted by an NPS team in consultation with the curator, was an attempt to document every object offered to the National Park Service by the Rockefeller family. The objects covered by this inventory and accepted for the collection are what constitute accession MABI-1.

In 2001 and 2002, the park was excused from performing annual inventories due to the extreme disruption of the collections and storage areas resulting from major construction and rehabilitation projects. Random sample and controlled property inventories were completed for 2000, 2003 and 2004, and an accessions inventory was completed in 2004. The curator is currently working on all three inventories for 2005. Results of completed inventories are excellent. The 2004 random sample inventory consisted of 198 objects, all recorded as found. The 2004 controlled property inventory consisted of 567 objects, all recorded as found.

An additional document titled "Mansion Clearance Inventory - Fire Sprinkler Installation" is a room-by-room inventory created during the project to pack and move museum collections during the installation of the Mansion's fire suppression system. This inventory is an indispensable aid for locating many of the objects moved during the project, and which have not had their ANCS+ or pre-NPS catalog record locations updated.

#### Loan Records

To date, the park has only had one outgoing loan, and no incoming loans. The outgoing loan was to the Western Heritage Center in Billings Montana, and consisted of 11 objects including books, a leather briefcase, and a child's trunk. The loan is well documented, with signed loan forms and condition reports in the folder. There are no photographs of the loaned objects in the folder.

#### Deaccessions

To date, the park has conducted one deaccession. A single object, an aerosol spray can (MABI-135), was deaccessioned in 2001. All required documentation is present in the deaccession folder, including the Deaccession Form (Form 10-643 Rev.), a Report of Survey (DI-103), a Statement of Justification, a Witness Statement, images of the deaccessioned object (digitally-generated and film), and related catalog records.

#### Photographic Documentation

Photographic records of museum objects exist in several different forms. Some pre-NPS catalog cards have photographs affixed, both black and white and color images. With the exception of the silver collection, only a small percentage of the pre-NPS catalog records have these associated images. Several binders kept in the curator's office hold photographs of museum objects and exhibit areas. Also, digital images of some museum objects stored on zip disks are kept in the fire-resistant cabinet in the curator's office. Linking photographs with catalog records can involve time-consuming searches through binders.

## SUMMARY

Although much remains to be done, to date the park has done an admirable job in bringing museum collections records and documentation into line with NPS standards. The park's greatest curatorial need is for dedicated staff to enter the vast amount of information contained in earlier pre-NPS records into ANCS+. For the most part thorough records have been kept, but much of the knowledge concerning how to easily access information and locate objects moved during building rehabilitation projects rests solely with the Curator. The present Curator's institutional memory is of crucial importance to maintaining the current state of the museum collection and records. To avoid any adverse impact caused by the loss of this resource, existing electronic records should be updated and older paper records computerized. This will improve access, increase efficiency, and provide an increased measure of permanence to the information.

## RECOMMENDATIONS

### Immediate

1. Maintain the effort to hire a term cataloger to complete entry of information from pre-NPS catalog cards into ANCS+ (PMIS 92195).
2. Complete Accession Receiving Reports and other documentation for accessions MABI-36 through 43, and make corresponding entries in the accession ledger.
3. Place receipts for accessions MABI-26 and MABI-33 in their respective accession folders.

### Short-term

1. Update locations of records currently in ANCS+. Many objects are currently stored in boxes that are not noted in the location field in ANCS+. In many cases, the box housing a specific object can only be identified after searching through paper documents kept in a three-ring binder.
2. Inventory any remaining undocumented material in the collection and tag with the appropriate accession number (MABI-1).
3. Obtain an additional fire-resistant cabinet for storage of catalog records and other pertinent museum documentation.

### Long-term

1. More securely link photographic documentation of collections with catalog records through reference numbers and/or digital images implanted within the ANCS+ records.



## IV. USE OF AND ACCESS TO THE COLLECTION

### INTRODUCTION

It is as important to make the museum collection accessible to park staff, visitors and researchers as it is to preserve the collection from threats. The collection is a valuable park resource when it is used for research, study, exhibition and enjoyment. The collection is a useful tool for conveying to the public the mission of the park and the major interpretive themes.

Use of the collection and access to it, however, must be guided by procedures that ensure that the collection will not be damaged or items stolen or lost. Use and access needs must always be tempered by the need to protect and preserve. Written guidelines for access and use of the collection and restrictions on access and use are necessary procedures. These guidelines combined with careful supervision help to ensure that the collection remains unharmed.

### CURRENT STATUS

The major use of the collection is as the furnishings for the Mansion, where interpretive rangers give guided tours to the public. The two major categories of the collection, domestic household furnishings and fine art, are well-represented in the Mansion. The report, *The Billings Mansion: A History of its Design and Furnishing, 1869 – 1900*, subtitled "A Summary Report Derived from the Records of the Collections Cataloging Project, 1975 – 1977", by Janet Houghton documents the items exhibited in the Mansion. The defining core of the art collection, as it relates to the major interpretive theme of conservation stewardship, is documented in the Special History Study by Robert L. McGrath, *Art and the American Conservation Movement* (2001).

Research requests from the public for use of the collection have averaged between twenty and twenty-five a year the last few years. Frequent requests are related to the artwork in the collection. Other requests are related to the Billings Family Archives, which are neither owned nor housed by the park. Due to the newness of the park, the public at present is not fully aware of the research potential afforded by the collection.

Park staff members have made few individual requests for access and use of the collection.<sup>8</sup> One reason for the lack of requests from staff is because the Billings Family Archives and the Billings Property Archives, both of which contain material useful for research topics related to park interpretive themes, are owned by the Woodstock Foundation and housed at the Billings Farm & Museum. The Foundation does not have an employee whose sole responsibility is for these collections. The park Curator, who processed the Billings Family Archives before becoming a park employee, has access to these materials by appointment, and tries to meet the individual research needs of the

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<sup>8</sup> Park research projects, in which staff members act as a team or employ contract researchers, receive access to the collections or research assistance from the curator, as needed.

park staff. However, direct access to the collections by park staff is not available. A finding aid, "A Guide to the Billings Family Archives and Photograph Collection" (revised 1993), exists.

The majority of the ethnographic collection at the park is exhibited in the Bungalow, which is used infrequently as a meeting center. Those attending meetings can view the items from the ethnographic collection that are on exhibit. The furniture in the Bungalow, which originally was used in the Rockefellers' vacation home "The Eyrie" in Seal Harbor, Maine, is also part of the collection.

Items from the collection that are subject to consumptive use include the table in the conference room of the Carriage Barn, the furniture in the Bungalow, and the wicker furniture on the porch of the Mansion. Both the conference room table and the Bungalow furniture are used as if the pieces were normal office and conference center furniture. No one is allowed to sit on the wicker furniture on the Mansion porch but it is exposed to the weather.

Copies of park reports are readily available in the park library. The library also serves as the room where researchers can view items from the collection. The Curator's office, which is next to the library, has a window that looks into the library and allows the curator to monitor a researcher. The library and offices are near the primary collection storage facility.

Since the National Park Service records for the park have not been accessioned and cataloged into the collection, no finding aid has been created for those materials.

No Standard Operating Procedures exist governing the use and access to the collections.

Associated collections include the George Perkins Marsh Papers at the University of Vermont and a collection of photographs and archival material related to the history of Woodstock at the Woodstock Historical Society. The Woodstock Foundation, Inc. holds the Billings-Kittredge Herbarium Collection at the Billings Farm & Museum.

## **SUMMARY**

A large segment of the collection is exhibited in the Mansion, where it is enjoyed by the public and assists the park in telling the story of conservation and stewardship as demonstrated through the lives of the Marsh, Billings and Rockefeller families. Park staff is currently unable to easily access the Billings Family Archives and the Billings Property Archives, important research collections for the park, because the collections are owned by The Woodstock Foundation and housed at the Billings Farm & Museum. Standard Operating Procedures for use and access to the collection have not been written.

## RECOMMENDATIONS

### Immediate

1. Write Standard Operating Procedures (SOP) for use and access to the collection. Create separate SOPs for the collections exhibited in the Mansion, for those in storage and for archival collections.
2. Accession the National Park Service park records into the collection and create appropriate finding aids for the collections.

### Short-term

1. Microfilm the Billings Family Archives so that the collection will be preserved and park staff will have access to the resources of the collection. Copyright issues related to the original materials must be followed for the microfilmed materials. Copyright procedures should be included in the SOP for use and access to the microfilmed materials.
2. Replace the wicker furniture on the porch of the Mansion with reproductions. Store the originals in the attic of the Mansion.
3. Request approval from the Regional Director for the consumptive use of the table in the conference room of the Carriage Barn and the furniture in the Bungalow. Consider replacing the Bungalow porch wicker with reproductions. Procedures for obtaining permission can be found in *Cultural Resource Management Guideline*, Chapter 9, Section D.4, Consumptive Use of Museum Objects.



## V. ARCHIVES AND MANUSCRIPT COLLECTIONS

### INTRODUCTION

Records management refers to a well-established, internationally recognized method of managing current/active records from their creation to the point that they are no longer active files. Archives and archives management refers to the long-term preservation management of less active records that document significant work of an organization, government entity, or papers of a private individual. The goal of records management and archives management is to organize, preserve, and make documents accessible through the entire records life-cycle. Good park records management practices ensure that permanently valuable records survive to become archives. Many park resource management records (both cultural and natural) qualify for protection in the park museum collection (see also *National Park Service Management Policies 2001*, section 5.3.5.5.6.).

Marsh-Billings-Rockefeller National Historical Park was founded in 1992 and opened to the public in 1998. For the period prior to 1997, the custodial history of the property and its owners is documented in three historical collections owned by independent organizations, and two historical collections owned by the park. The three independent historic collections are:

**The George Perkins Marsh Papers**, Special Collections, Bailey/Howe Library, University of Vermont, Burlington, Vermont. Assembled through donations to the university by Marsh's widow Caroline Crane Marsh in the late 1880's, with additions in 1958-59 and since. The collection consists of eighteen cartons, with material dating from 1812 to 1929. Documentation of the Marsh Family period of occupancy of the national park site, 1789-1869, is limited to a few folders of Woodstock, Vermont correspondence, and reminiscences embedded in later correspondence.

**The Billings Family Archives (BFA)** and the **Billings Farm & Museum Archives (BF&M Archives)**, Woodstock, Vermont. These two collections are housed and managed separately on the Billings Farm & Museum site, and are the property of The Woodstock Foundation, Inc., the nonprofit organization that operates the Farm & Museum. The BFA, formerly known as the Billings Mansion Archives (BMA), documents the Billings and French Family periods of residential occupancy of the national park site, 1869-1951, with some additional records of the Rockefeller period of occupancy, 1951-1997. The BF&M Archives is a related collection that documents capital construction projects, cyclic maintenance and agricultural operations on the entire estate – Mansion and Farm – during the period 1869-1951.

**The Rockefeller Archive Center**, Tarrytown, New York. This collection documents the personal and business activities of the large Rockefeller family founded by John D. Rockefeller Sr., and continued by his descendants to the present day. The numerous collections at the Center are subject to privacy restrictions, and the extent or character of the holdings concerning Laurance S. Rockefeller and his wife Mary French Rockefeller, and their Woodstock residence, are not presently known.

## **CURRENT STATUS**

The following outline lists the archives and manuscript collections at the park by type. For reference purposes, a generic outline showing each type by definition from *NPS-28 Cultural Resource Management Guideline* (revised 1997) can be found in Appendix E. Understanding the various types of archival materials can help park staff to distinguish between them, such as being able to identify which photographs of the Mansion interior are part of the Rockefeller family's curator's files as opposed to which belong in the records of the park (document NPS stewardship). A complete Archives and Manuscripts Survey of the park is included as Appendix F.

## **PRE-NPS AND NON-NPS RECORDS**

### **Personal Papers**

[none found]

### **Organizational Archives**

Two legally separate organizations, one for-profit and one non-profit, managed parallel functions during the Rockefeller Family era, 1951-1997, for the estate.

Rockefeller Family Curator files, 1975-1997 (not accessioned or cataloged)  
Approximately 10-12 linear feet of records.

These records were assembled by the Mansion Curator, Janet Houghton, in part under individual employment by the Rockefeller family and later under institutional oversight of The Woodstock Foundation, Inc., as an employee of the Billings Farm & Museum. Unknown quantity, some stored separately and others currently being stored with NPS curatorial records.

The records are not currently managed as a separate organic collection by provenance (creating organization) as required by NPS policies and standard archival practice.

The Woodstock Resort Corporation Records, 1955-1997 (not accessioned or cataloged)  
Approximately 2-3 linear feet of records plus oversize architectural and equipment plans.

These records were assembled and managed by the Woodstock Resort Corporation during that company's tenure as property manager for the buildings and grounds during the Rockefeller Family period of occupancy. A portion of the organization's Maintenance Division records were brought to the park when the Resort Corporation ceded responsibility for the buildings, grounds, utilities, and site equipment to the national park in 1998. The records hold important information for understanding conditions and changes to the Billings Estate during the years of Rockefeller family occupancy.

During the CMP site visit, Corporation records were found mixed in with NPS management records in the park library map cases, in the Facility Manager's files and plans hanging rack. These are non-NPS records with a different provenance.

According to John E. Auwaerter, in his bibliography for the *Cultural Landscape Report for the Mansion Grounds. Marsh-Billings-Rockefeller National Historical Park, Volume I: Site History*, 2003, the Woodstock Inn & Resort (formerly known as the Woodstock Resort Corporation) "began taking a more active role in the Mansion grounds in 1991 .... The Inn presently has no plans, receipts, or other records pertaining to the Mansion grounds; those relevant to the Mansion grounds were transferred to MABI maintenance division and library."

### **Assembled Collections**

[none found]

### **Non-Park Entities**

The park also provides office space to the following three programs within the National Park Service: the Conservation Study Institute, the Northeast Temperate Forest Network Inventory and Monitoring Program, and the Rivers and Trails Conservation Assistance Program (VT & NH). The park does not have responsibility for the records of these non-park entities, although the park and these entities share the cost of some common administrative functions on site. For jointly sponsored projects, copies of records should be filed in each set of files to accurately reflect the cooperative work.

### **Exhibits**

Historic photographs, framed documents and manuscripts, historic maps, etc. are on permanent exhibit in the Mansion, the Belvedere, and the Bungalow. These paper objects remain in their historic locations as maintained during the Rockefeller family occupancy of the Mansion.

### **Historic/Rare Books**

(approximately 3,000 volumes)

Books that are associated with the Billings and Rockefeller families, in the historic Mansion, Belvedere, and Bungalow, or from the park's historic period, are cataloged in the museum collection according to NPS museum and library policies. Most of the associated books are also important furnishings in the historic buildings. This maintains the families' books together by provenance as originally acquired.

### **Billings Family publications**

In addition, there are 15 cartons of duplicate copies of Billings family published writings (books and booklets) stored in a closet in the Mansion attic (Room 403).

### **NPS RECORDS**

NPS Resource Management Records are important park resources in their own right. Much of the work and mission of the NPS and each park involves preservation of cultural

and natural resources, which results in substantial, detailed records documenting this work. Marsh-Billings-Rockefeller NHP records begin with park planning from 1991 to the 1998 transfer of the park by the Rockefellers and continue to the present. Retaining these records within file-coded folders provides important historical context. If files are broken up, rearranged, or items removed, the historical context for understanding decisions and sequence of events is lost. Thus, part of the informational and evidential value of records is derived from the association of groups of records, as well as from the information contained in each document.

In contrast to the resource management records, most of the NPS administration records document more routine aspects of park management, such as personnel and finance. These administrative functions are common to all branches of the Federal Government, not just the NPS. Many of these temporary records have a very short required retention period.

*NPS-19 Records Management Schedule* and the recently released *NPS Records Management Handbook* (2005) designate which files are permanent and temporary. Permanent records are considered by the Archivist of the United States and the National Park Service to be of permanent value for the history of the country, not just the NPS. Park Central Files are managed according to the NPS Records Management Schedule. Division files, including cultural and natural resource management files, are often organized by project, accurately reflecting the extent of work and methods used. To encompass the entire project, documents with many file codes are usually represented and the folder is not file-coded. The project files for each natural and cultural resource management research and preservation project are transferred to the museum collection according to NPS policies and available through supervised access for park staff and other researchers. Refer to *NPS Records Management Handbook* (2005) for further guidance.

The chapter Checklist page at the end of each chapter in NPS -28 Cultural Resource Management (revised 1997) provides excellent guidance on preservation management of project files.

### **Marsh-Billings-Rockefeller NHP Records**

#### Park Central Files (1991-2005)

Park Central Files were found in four locations in two buildings. The current Central Files are well managed in file-coded folders in two file cabinets. A portion of early park establishment records have been transferred to curatorial storage for preservation. A portion of Conservation Study Institute records are mingled by subject with park files. As long as copies of official records are sent to the park Central Files and filed by NPS file code, management of records by project at the division level is fine. The project files managed by each division are more detailed than the Central Files.

#### Administration Division Records (1991-2005)

Current, active files, 1991-2005. Approximately 15 linear feet.

- located in park Administration offices, hayloft of Carriage Barn in 2 lateral file cabinets
- located in Administrative Officer's office, hayloft of Carriage Barn in 1 locked, fire-resistant, lateral file cabinet - personnel files.

Non-current files, 1998-2004. Approximately 4 linear feet.

- located in Carriage Barn collections storage, on 2 shelves (1991-1998)
- located in Mansion attic, boxed and labeled by function and some with retention period (1998-2004)

It is clear that park staff have actively saved and protected older as well as current records. The Administrative Officer works closely with park staff to ensure that copies of correspondence, financial documents, completed reports, and other decision-making records are sent by division staff to the park Central Files. Older temporary files are packed by series of like documents, such as payroll, travel records, temporary coded financial records, and stored in the Mansion attic until their required retention period expires. However, the attic does not currently provide sufficient security for privacy-restricted records as required.

Working closely with other park staff, the Curator provides guidance on packing inactive records and labeling the cartons for tracking and retrieval.

#### Maintenance Division Records (1994-2005)

Approximately 5 linear feet, and approximately 200 drawings stored in the hanging rack and library map cabinet.

Park Maintenance files are well organized by project and accurately reflect the planning and accomplishment of work. The records are easily accessible, with sections for facility project records, security records, financial records, supply and equipment records, health & safety program records, and personnel records. The records are stored in the Facility Manager's office, lower level of the Carriage Barn.

Park Maintenance Records include resource management records for many preservation and construction projects. Records that may not at first be thought of as resource management records are often resource-related. For example, the plans for buried utility lines hold important information for archeologists who need to document where the ground has been disturbed. These activities may also have implications for natural resource management projects, as well as importance in disaster recovery and future excavations for added utilities work.

Records turned over to the park by the Woodstock Resort Corporation are now stored in the Facility Manager's office and park library. Photocopies can be made for NPS use to ensure that the Corporation's records are not mingled with NPS records.

#### Interpretation Division Records (1998-2005)

Approximately 4 linear feet.

Interpretation Division Records are stored in the Interpretation office in the Carriage Barn Visitor Center. The files include copies of past and current park interpretive programs, annual Interpretive Plans, educational programs, and reference files. In addition, the Interpretation staff manages the tour reservations, fee collection and visitor use statistics records. A portion of inactive records from 1998-2003 are stored in three cartons in the Mansion attic.

#### Resource Management Division Records (1998-2005)

Approximately 5 linear feet.

The division is responsible for both cultural and natural resource management at the park. Records on current projects are stored in file cabinet drawers and a hanging plans rack in the office. Project and program records are well organized. Routine employee-specific records such as charge card files are kept separate from NPS resource management records. Copies of official correspondence and completed project reports are also sent to the Central Files.

#### Curatorial Division Records (1998-2005)

- Approximately 4 linear feet of NPS records for the curatorial program (1998-2005) are in the Curator's office in the Carriage Barn, lower level.
- Approximately 5-8 linear feet of the Mansion Curator's curatorial files created for the Mansion cataloging project are currently stored in the Curator's office (1975-1997).
- Approximately 4 linear feet of the Mansion Curator's files for the Mansion cataloging project (1975-1997) are in cartons in the Mansion attic (Room 403).
- Approximately 1.5 linear feet of Woodstock Historical Society project files stored in the Curator's office and Mansion attic.

The Curator provides excellent protection and management of the curatorial records. However, the files of the pre-NPS organization and the current NPS records are mingled and stored in the same drawers, boxes, and in some folders. It is critical to understand the management history of the Mansion collections and thus it is critical to keep the documentation of the two separate organizations distinct. Also, NPS cultural resource management (permanent) records need to be filed in a section separate from routine administrative functions (temporary) such as charge card records, payroll, personnel, etc. Keeping records separate by function allows for more efficient disposal of temporary records without the inadvertent destruction of permanent files.

#### **Conservation Study Institute Records (CSI)**

A service-wide NPS program, the CSI works on many projects with MABI, other parks, and other NPS partners. However, some files are included in the MABI Central Files which makes it difficult to find the CSI files. For example, to review CSI files for an administrative history, the researcher will have to look through all of the MABI files to find the CSI records. In addition, one carton of records on the establishment of the Conservation Study Institute in the Washington Office is stored in collections storage.

Inactive files are stored in five cartons in the Mansion attic, including audiotapes from CSI workshops and meetings.

### **Park library**

Park library materials are currently kept separate from historic publications and archives as specified in NPS policies.<sup>9</sup> Approximately 800 volumes plus periodicals, published videos, subject reference files, duplicate park reports, and 2 map cases of plans comprise the park library. The Curator manages the park library, and maintains an excellent organization of these reference materials to support access. She plans to enter the publications into the NPS library program software system, ProCite, but has had no time or volunteers for this project. Currently, the Curator maintains a book listing in Word in alphabetical order by author.

The Curator provides guidance to other park staff. Historic publications are stored in the Mansion and Belvedere in their historic locations.

Two exceptions that are not currently in accordance with NPS policies are a 1917 plan donated in 2001, and the oversize plans of the pre-NPS organizations in the two library map cases.

### **SUMMARY**

Although the Rockefeller family occupied the Mansion from 1951 through 1997, the custodial records of the estate came to the NPS from two different organizations created by Laurance S. Rockefeller. To preserve their integrity and research value, these records need to be managed by provenance (origin) as distinct collections.

In addition, the Billings Family Archives that was transferred by Mr. Rockefeller to The Woodstock Foundation, Inc. also contains some Rockefeller era estate records. To support better access to the Billings Family Archives, work with the Foundation to create a microfilm copy of the entire collection for park research reference use. Ideally, this will benefit both organizations, as well as other researchers.

Park staff members are beginning to turn over older park records to the Curator, with consideration for the long-term history of the park. It is critical to create a park archives within the museum collection to preserve these important resource management records before they are dispersed. A collection of park planning and research reports, parallel to and modeled on the Cultural Resource Bibliography (CRBIB), is an excellent place to start.

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<sup>9</sup> NPS Special Directive 94-1 National Park Service Library Program and NPS-84 Library Management Guideline.

## RECOMMENDATIONS

### Immediate

1. Use the revised NPS-19 Records Management Schedule (2003) in order to review both the required file retention period and the subject **before** selecting file codes. The NPS file codes are unchanged from the 1985 version, but the revision includes additional description of file subjects and the required file retention period for each file subject. Work with park staff to support a better understanding of the NPS file codes and records retention schedule.
2. Provide a copy of the Department of Interior records management guidance, "Managing Electronic Mail" to each employee as appropriate. (<http://www.doi.gov/ocio/records/electronic.html>) This is best used with the NPS-19 Records Management Schedule in order to determine which records are permanent.
3. In planning new park projects, include a listing of the number of copies of reports needed. Specify that one or more copies should go directly to the park archives. Refer to NPS-28, Appendix D.
4. Review the curatorial and maintenance files, library map cases, and other locations to flag and separate the two pre-NPS archival collections from the NPS park records, and store them in separate boxes/drawers. Make NPS reference use photocopies of plans, documents, slides, photographs, etc. that are used frequently, as needed. This is necessary to prevent further-mingling of these documents and to prepare for archives processing projects. While it may be clear to current staff, the integrity, legal, evidential, and long-term research value of the Rockefeller family-related records is being lost as they are mixed into the records of the park.
5. In preparation for the microfilming of the Billings Family Archives, explore the possibility of arranging for an archives management firm to prepare the collection for microfilming. Contact the Regional Archivist, David Vecchioli, at the Northeast Museum Services Center for names of archives management firms.

### Short-term

1. Work with The Woodstock Foundation, Inc. to arrange for preservation quality microfilming of the Billings Family Archives to create a reference use copy for the park and the Billings Farm & Museum. Basic project planning documents from the non-profit Northeast Document Conservation Center's Preservation Microfilming Services program were provided to the Curator during the CMP site visit.
2. Arrange for an archivist to conduct archival processing and cataloging of the two pre-NPS archival collections to NPS standards according to provenance. This work should include creation of finding aids and at least a collection-level record in ANCS+.
3. Increase protection for non-current park resource management records. Transfer older park resource management records to the park archives within the museum collection. Refer to NPS Management Policies 2002, section 5.3.5.5.6. and NPS-28.
4. Work with park staff, centers, contractors, partners, etc. to clarify the need to transfer park project files to the Curator at the completion of each natural and cultural resource management project. Refer to NPS-28 chapter checklists for guidance and examples.

5. Rehouse oversize NPS resource management records in archival map folders for long-term preservation. The original documents (or a set in good condition) should be managed in the museum collection before damage or loss occurs.
6. Manage the oversize plans, photographs, slides, reports, and files for a project as one archival collection. For example, if a copy set or originals of the CLR plans in the library map cases are not yet managed in the park archives as part of the research records for the CLR, then this needs to occur according to NPS standards.
7. Increase security for the non-current personnel records (privacy-restricted) currently in cartons in the Mansion attic. Common practice in other parks is to house these records in a locked file cabinet, locked cage, or a locked room with supervised access, as required in NPS and OPM policies.
8. Continue to pack inactive temporary records and store them until their required retention period expires. Other divisions should follow the excellent example of the Administration division's box labels that include file function (payroll, travel records, etc.) as well as responsible staff member, dates of records, and date for disposal. This will make it clearer and faster in the disposal/retention decision phase and reduce inadvertent disposal of permanent resource-related records.
9. Replace poly-vinyl chloride (PVC) plastic-covered notebooks with paper or cloth-covered notebooks. PVC plastic is extremely unstable and off-gasses destructive chemicals that attack photographs, slides, and other materials and also dissolve inks.
10. When historic records are needed for park planning and projects, photocopies should be made to ensure that historic records are not "borrowed". This is standard practice in order to maintain the records in their historic context as arranged by the creating organization/individual. Records can only speak with a clear and true voice when provenance is respected.
11. NPS purchases and donations of historic books and documents from the site's historic period should be managed in the park museum collection.

#### Long-term

1. Send copies of new park planning and research reports to the Northeast Museum Services Center for inclusion in the NER CRBIB collection and database. Send copies to the Technical Information Center (TIC) at the Denver Service Center for microfilming, scanning, and inclusion in the TIC database ([etic.nps.gov](http://etic.nps.gov)). Information on these two NPS collections was provided to park staff during the CMP.
2. Accession and catalogue MABI-related oral history interviews and corresponding transcriptions.
3. For future MABI-related events arrange for a court recorder to record conference and workshop proceedings. CSI has used this method and has information on procedures. This will avoid the multiple steps of tapes, tape transcriptions, audio equipment, etc. The transcription can then be added to the records for the project.
4. Utilize the NPS Copyright form for each researcher, including park staff. Copyright law changed in 2000-2001 and the Curator is working to increase staff understanding of copyright requirements.



## **VI. COLLECTIONS PRESERVATION**

### **INTRODUCTION**

Since the Preliminary Collections Management Plan (Draft, 1993), significant progress has been made in improving collections care. Notable improvements include construction of a dedicated climate-controlled storage area in the rehabilitated Carriage Barn (1999); installation of UV filtering film on all windows of the Mansion, Belvedere and Bungalow (2000-2001); and installation of fire suppression systems in all buildings to be completed in 2006.

Plans are underway to adapt a portion of the 1876 Woodshed as a seasonal interpretive exhibit space and protected visual storage of the historic carriage collection. This project will solve a long-standing problem of finding an appropriate location for the restored carriages and possibly of other related material such as horse tack and saddles. Plans for construction of a new Learning Center in a meadow adjacent to the Woodshed which includes a wing to store archives are also underway, and expansion of the "Archives Wing" to include other park collections is under consideration. The Curator has written preliminary Housekeeping Plans (2002-2003) for the Mansion, Belvedere and Bungalow which contribute to institutionalizing collections care. William Currie of the International Pest Management Institute was awarded a contract for development of a Integrated Pest Management Plan to be completed by the end of FY05.

This chapter evaluates conditions in all museum areas to identify preventive and remedial conservation concerns and provides strategies for collections preservation that can be implemented now and in the future. Discussions of preservation needs are framed in terms of material characteristics and vulnerability of the museum collections to deterioration and damage.

### **CURRENT STATUS**

#### **THE MANSION**

The Mansion is maintained and operated in the same way as it was when the Rockefeller family was in residence. Staff open windows in the Mansion as climate conditions require through the year and window shades are opened to increase light levels within the rooms as traditionally done while the family lived in the house.

High light levels remain the most significant threat to collections within the Mansion. Ultra-violet radiation (UV) is the most photoactive and damaging band of the light spectrum. High visible light levels can also cause damage. For that reason, conservation light level standards apply even with UV filtering in place.

Photographs are particularly vulnerable to irreversible light damage, and during the site visit, many photographs, especially color photos, showed long-term deterioration (fading, color shifting and peeling of emulsion layer). A color photograph of Laurance and Mary

Rockefeller (MABI 4435) placed on a writing desk near a window is significantly damaged by fading and peeling and lifting of the emulsion. Although all the windows have shades, they are not used anywhere in the house and remain up even in the winter when the house is closed. Examples of light levels on light sensitive photos, paper objects, textiles and clear-finished wood recorded on a very overcast rainy day during the site visit compared to the recommended conservation standard are as follows:

#### LIGHT LEVELS IN OVERCAST WEATHER CONDITIONS

| Location                               | Object                                                                                                             | Visible light FC        | Conservation standard |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|
| Library – Rm. 103                      | Photo: MABI 4437: Billings women on beach                                                                          | 18 FC                   | 5 FC                  |
| Library                                | Photo: MABI 4438: Laurence Rockefeller                                                                             | 8 FC                    |                       |
| Library – east wall above book shelves | Photo: MABI 4427<br>Photo: MABI 4428<br>Photo: MABI 4435                                                           | 10 FC<br>16 FC<br>16 FC |                       |
| Library – east bookshelf               | Leather bound books<br>Cloth bound books                                                                           | 34 FC<br>45 FC          | 5 – 10 FC             |
| Parlor – south window                  | Window cushions (extremely faded)                                                                                  | 370 FC                  | 5 FC                  |
| Parlor – south side                    | Side table and chairs                                                                                              | 50-60 FC                | 15 – 20 FC            |
| Main Hall                              | Oil landscape painting                                                                                             | 45 FC                   | 15 – 20 FC            |
| Master Bedroom – Rm. 207               | Mary's writing desk (very faded on side near window, loss of clear finish)                                         | 25 FC                   | 15 – 20 FC            |
| Master Bedroom                         | Hooked rug                                                                                                         | 22 FC                   | 5 FC                  |
| Study – Rm. 206                        | Chair beneath window (clear finish totally degraded and lost)                                                      | 230 FC                  | 15-20 FC              |
| NW Bedroom – Rm. 223                   | Desk near window with felt top (Wood significantly faded, degree of fading of felt visible when object are lifted) | 75 FC                   | 5-10 FC               |

Generally, light levels on highly light-sensitive materials such as textiles, works of art on paper, documents and photographs, dyed leather, pigmented fur and feathers, marquetry and wood with important surface color should not exceed 5 foot-candles. Moderately light-sensitive materials such as oil and tempera paintings, finished wood and un-dyed leather, horn, bone and ivory should not exceed 15-20 foot-candles, and general ambient light levels should not exceed 30 foot-candles. If these recommended levels are exceeded on a *rainy overcast* day, the levels during a *sunny* day must be inordinately and dangerously high as evidenced by substantial deterioration on many light-sensitive objects within the Mansion.

High light levels also translate to local heating of objects in the path of direct light. An example of light and heat damage is a small clear-finished table with decorative brass inlay placed directly in front of a window in the NE Bedroom (Rm. 225). The wood is significantly faded, the clear finish crazed and generally lost, and the narrow brass inlay string has pulled up from the routing. Brass, like any metal, is quite ductile and has a strong coefficient of thermal expansion, an attribute of constant concern to engineers of bridges. Heating and cooling causes the metal to expand and contract, to a more pronounced degree along its length than width. The wood also moves, but at a different

rate, and it is not uncommon to see metal-inlaid wood objects pulling apart where component materials meet.

The shades now installed on the Mansion windows are white vinyl or other plasticized opaque roller shades installed in the 1980s. Opaque block-out shades are a poor choice in reducing visible light levels in historic furnished rooms because they either allow no visible light to enter when rolled all the way down, or if used partially rolled down, the bright rectangle of light in juxtaposition with the darkened room cause a phototropic effect of blindness to the surrounding features. Shades that are semi-opaque allow for transmission of diffused light such as the old-fashioned tan colored linen-like shades. The shades should be replaced and used in areas of light-sensitive significant collections.

When the shades are installed, the staff should experiment with raising and lowering the shades and measure the effect of various combinations of use on light levels with a visible light meter, to arrive at a system that protects vulnerable collections without interfering significantly with the overall interpretation of the room. On long summer days, there may be three or four hours of daylight past the last tour, and closing procedures should include pulling down the shades in the Mansion. This is a work-load issue, but the benefits for long-term preservation justify the added task at closing and opening. The semi-opaque window shades should be kept pulled down in the months when the house is closed.

In addition to light damage, on-going insect damage to carpets and other textiles within the Mansion documented in the 1993 Preliminary CMP continues to be a serious problem. *Dermestid* carpet beetles and case-making clothes moths are the primary cause of the damage to wool rugs on the second and third floor of the Mansion. Insect activity is most pronounced in carpet areas near windows and is clearly exacerbated by regular seasonal cluster fly infestation and massing of dead flies on floors beneath the windows. Cluster flies usually enter houses in the fall to hibernate in secluded areas, such as attics, closets, wall cracks and voids, and deteriorated window sashes and framework. In the spring, they emerge and fly to windows and other light sources seeking exit to the outside where they will mate and the cycle of hibernation and emergence will continue in the fall. They are attracted to interior locations where they have been before, and if these areas are cleaned and resurfaced, the infestation may be reduced. Apparently, after the window frames and sash work were recently painted, the seasonal cluster fly invasion was not as severe as it had been in past years.

The large number of accumulated dead flies in cluster fly season is a powerful attractant to protein-seeking insects like moths and beetles who then continue to feed on proteinaceous wool and other items when the cluster flies are removed or consumed. The Park has recently contracted with Harpers Ferry Center Conservation Division (now Media Assets) for a survey of the condition and treatment needs of the carpets and window treatments in the Mansion. The report by Textile Conservator Deby Bellman was received in June, 2005. If the Park chooses to conserve the carpets and window textiles, conservation costs can be calculated by the conservation time estimate for conservation planning purposes. The Park is now considering the complete removal of

1960s era carpets that are infested with carpet beetles and moths, and replacement of them with replica carpets. This project may be completed with funding available from an approved project to replace the visitor traffic carpets in the house. In the meantime, the Park should consider contracting with a professional pest control company with experience in museum settings to apply a crack and crevice treatment with an inert desiccant powder such as silica aero gel to combat the on-going infestation of beetles, moths and cluster flies.

Bats are frequently found in the house and bat scat was seen in various locations within the house during the site visit. The house has a history of bat invasion. In 1991-92, Mr. Rockefeller arranged for professional bat abatement by closing entry points in the entire house envelope. Bats are not an extreme problem, but do present a nuisance. The anticipated IPM Plan should address this issue.

Nevertheless, the most important action in lowering the risk of material loss now and in the future is absolute vigilance in removing dead insects from the floor, windowsills and other surfaces by thoroughly vacuuming as described in the Carpet and Window Treatment Survey (2005). The 2003 Housekeeping Schedule for the Mansion requires weekly vacuuming of flies in the upper floor bedrooms and hall, but in reality, this must be done daily to effectively diminish the threat.

Climate within the Mansion continues to be a concern, but it has not yet been evaluated as recommended in the 1993 Preliminary CMP. The Park now uses Mannix digital thermohygrometers in various stations within museum areas but maintains none in the Mansion. Weekly records are kept of the readings and written on a summary sheet near the instrument. According to the park curator and based on informal observations over a number of years and seasons, conditions in the attic range from the mid 80s to the 90s in summer and the mid to low 40s in the winter. The attic is uninsulated and bakes like a pizza oven under the slate roof in the summer.

Fortunately, most of the climate-sensitive material in the attic was permanently relocated to the Carriage Barn Storage Room in 2001 during preparations for the fire suppression installation. The collections remaining in the attic are primarily seasoned pieces of furniture, tables, mirrors, chairs, head boards and bed slats, traveling trunks and miscellaneous household furnishings normally stored in attics. These collections have a very wide range of climate tolerance and have long ago made their physical adjustments to ambient conditions. Five of the chairs, however, are very valuable Shaker chairs. Although they have a fairly wide range of climate tolerance, they are also very valuable and should be placed in the Carriage Barn storage area. In addition, a potentially valuable collection of Native American baskets was found in boxed material from the Bungalow, stored in Room 404 of the attic and should be placed as soon as possible in the Carriage Barn.

A large rotary fan is installed in the attic to relieve the stack effect of heat and assist in ventilating the house. The fan is typically turned on in the morning and shut down when the temperature feels the same inside as out or when the staff judges that the windows

have been opened for a suitable time. The judgment is subjective and not informed by monitoring of actual conditions. Low-tech methods of improving ventilation can substantially improve the climate in the attic. In designing a working solution, though, climate characteristics should be identified through monitoring conditions with reliable data loggers both within the attic and outside for comparative purposes to understand the basic ability of the attic to self-ventilate. Most houses of this age are designed to ventilate through eaves and other architectural features. Before installing insulation, it is important to understand the original dynamics and capitalize on them when possible. Ventilation in the attic may be boosted by installation of more fans (electrical load permitting). With a test period of one summer season, enough information should be available to decide if insulation is necessary to improve conditions, or if conditions can be improved by promoting ventilation mechanically through fans, and possibly by fans operated thermostatically.

Below the attic storey, the park relies on passive ventilation with mechanical fans to relieve hot and humid conditions within the house. Free-standing rotary fans are operated in many rooms to reduce the feel of oppressive heat, and selected screened windows are opened during the day for air exchange. The results of encouraging air exchange and movement through these passive and mechanical means seems to be successful overall. During the site visit, no significant evidence of mold was found on furnishings in the above-ground floors, and no moisture-loving insects like silverfish or silverfish feeding damage was detected on paper-based materials within the house.

The basement of the Mansion floods each spring and standing water is removed with a sump pump. The only museum use of this area is the storage of porch wicker furniture during the closed season. Because of the threat of standing water, the furniture is placed on risers. The original porch furniture is now used consumptively every season, and consideration should be made to retire it to safe storage in the Mansion attic and replace the arrangement with new wicker porch furniture for use by visitors.

#### Mansion Fallout Shelters

Fallout shelters beneath the Mansion were constructed in the early 1960s and consist of two rooms at basement level and two capsules or tank rooms at a sub-basement level. Two years ago, all portable supplies placed on the cots were bagged in plastic to protect them from the environment. The climate in the lower tanks is extremely poor for preservation of most materials with relative humidity in the 90% range in the summer and mid to high 60% in the winter according to the Mannix digital thermohygrometer and record sheet placed in tank 003B. At the time of the site visit, a space heater was in operation and the tank was sensibly drier than tank 003A, but evidence of extremely high moisture was visible on the mold-covered intercom mounted on the wet back wall. A dehumidifier was placed in the upper room 004 and drained into a shower stall, but it was not in operation at the time of the site visit. The odor of mold was noticeable in all rooms and substantial mold was visible on paper labels and cardboard containers, on stored goods, on textiles and wall surfaces. Sugar and dry detergent powder had hydrated causing deterioration of their paper-based containers.

The CMP team inspected all survival supplies during the site visit for evidence of conversion to hazardous substances or possibility of leaks or explosion. Particular attention was paid to compounds and aerosols canned under pressure such as the many cans of Rad-Con™ radioactive decontaminant and air fresheners. Although the Curator reports having discarded one rusted and compromised Rad-Con™ can from the Mansion shelter complex, the remaining cans in the Mansion complex did not appear to be significantly rusting at this point and were stable. Plastic containers of lotion and deodorant did not appear to be unstable and in danger of breaking down and leaking contents. However, given the adverse conditions in the Mansion shelter areas, a policy for retaining in storage representative samples of the flammable and ephemeral plastic array of survival supplies should be developed and implemented removing unnecessary hazards and fire-load from the shelter rooms. None of the compounds in the shelters constitute hazardous waste.

PMIS 74894, *Stabilize Historic Marsh-Billings-Rockefeller Mansion and Belvedere Nuclear Fallout Shelters*, was prepared in 2002 by Maintenance Chief John Gilbert and updated in 2005. This project is a very high priority for the Park. A previous project entitled *Investigate and Make Recommendations to Mitigate Environmental Conditions: Belvedere and Mansion Fallout Shelters* was prepared by John Gilbert in 2002-03 and is now incorporated into Phase I of the PMIS Project Statement. Funding is expected from the Foundation and/or from the one-year program funds.

#### Remedial conservation needs

During the site visit, a very prominent round convex gilt gesso mirror in the Main Hall (Rm. 101) was found to be very unstable with cracks, losses and structural failures. The object should be conserved as soon as possible to avoid further material loss. Damage and losses were seen on other gilt gesso frames in the Mansion, but these are not in danger of imminent loss.

The rubber bumper element on the billiard table in Rm. 314 is past the opportunity for successful remedial conservation. The rubber has deteriorated due to inevitable processes associated with its composition, and has discolored the felt and even the cotton mattress pad used to cover it for protection. The park may want to have the table restored to preserve the historic placement of the table within the room, but stabilization and repair of this element is no longer possible.

#### THE BELVEDERE COMPLEX

Many preservation concerns described in the Preliminary CMP (1993) remain unchanged. In some cases, conditions of collections and architectural fabric have become worse since 1993 due to neglect caused by lack of staff and other critical priorities within the park. The mounted fish are slightly more damaged and somewhat moldier than in 1993, and the objects in the upstairs study are still subject to damaging high light levels, mold and bat droppings. Not noted in 1993 is the decomposition of the cushioned vinyl covered doors decorated with bowling pin sections leading to the Office and to the Bowling Alley. The vinyl covering which dates to the 1960s is externally plasticized to

make it supple; overtime the plasticizer migrates to the surface where it forms a sticky film. Like the billiard table bumper in the Mansion, this decomposition is irreversible. The park should document the doors with color film (using a color scale) and, if the Belvedere is to be opened to visitors, consider replacing them with a stable replica. The bowling pin sections might be reused on a stable backing if the replacement is well-documented.

The Office on the second floor contains climate-sensitive furnishings that are subjected to poor environmental conditions. Ideally, climate-sensitive furnishings should be removed and placed in protective storage. Alternatively, some furnishings could remain with the understanding that they will be used consumptively. All photographs, however, should be replaced with facsimile copies and books assessed for value and significance and removed if necessary if the park continues to maintain the office as a furnished space. The room has an old window-type air conditioner which is not advisable to run, and operation of any climate control beyond ventilation may be inefficient and prohibitively expensive due to the lack of air tightness of the Belvedere. Nonetheless, the windows should be fitted with roller shades similar to those proposed for the Mansion windows and the shades should be kept pulled when the office is not being viewed. The proposed environmental and stabilization study of the Belvedere complex will inform decisions as to future responsible use of the space.

As with the Mansion, it is imperative that strategic monitoring of the Belvedere begin as soon as possible before any decision is made to introduce any climate control strategy within the structure. First of all, data must be gathered to inform the park, engineers and historic architects about the structure's native ability to maintain an interior climate different from ambient exterior conditions. Comparative data from calibrated instruments of both interior and exterior conditions in real-time through all seasons or representative weeks of each season is necessary to gather this information. Each floor should be monitored as well as an exterior station. The easiest way to do this is with data-loggers that have several channels and leads for gathering several sets of data on one logger. Data-loggers and monitoring methods are described in the *Conserv O Gram* series and in the *NPS Museum Handbook*.

#### Belvedere fallout shelter area

The shelter areas in the Belvedere are in far worse condition than the Mansion shelter areas. Moisture is a constant and more severe problem at the Belvedere due in part to its location next to an in-ground swimming pool, a greenhouse and a natural drainage path at the foot of a steep hill. One shelter segment (the tank) beneath the building was closed permanently in the 1980s and the water and mold damaged contents discarded.

The entrance area to the remaining shelters is cleaned and disinfected yearly with a water and bleach solution, and within the year, pigmented mold re-colonizes the painted walls and ceiling. During the site visit, standing water was present on the floor leading into the shelter directly opposite from the swimming pool machinery room. Past efforts to improve conditions by operating a dehumidifier have failed and/or have been abandoned

because operation was not technically viable in cold weather and maintenance staff could no longer oversee its operation.

Mannix digital thermohygrometers are placed in the Bowling Alley, the Office and in a basement shelter area (Rm. 005). According to the instrument record sheets, conditions in the Bowling Alley were recorded at 82% in the summer and 26% in the winter; in the Office at 84% in the summer and 34% in the winter; and in the basement shelter at 99% RH in the summer and 24% in the winter. Excessive moisture in the basement is a result of an external water source beyond ambient absolute humidity and during the site visit, mattresses on floor level cots in Shelter 005 were soaked with water running down the back wall and spreading on the floor. Metal rings on cans of freeze-dried food were rusty and rust was also visible on some of the Rad-Con™ cans. A rubber cap on an iodine bottle in a medicine cabinet was deteriorated and in danger of breaking apart.

Despite the poor condition of the Belvedere shelter areas, the park hopes to use these shelters to interpret the residential response to the cold war threat in the early 1960s. The environmental/ structural survey and stabilization project will inform interpretation plans for this area, and in the meantime, the park should begin monitoring the Belvedere areas in real-time increments with data loggers. Given the poor condition of the shelter furnishings and supplies, the park may want to consider interpreting the shelters partially furnished to include two or three bunk rows supplied only in areas visible to the public to convey the impression. Damaged mattresses and supplies should be discarded. This will lessen the work-load of maintaining the shelters responsibly.

#### The Gardener's Workshop

In addition to general rustic furnishings, several boxes of Rockefeller horse tack from the Carriage Barn have been placed in the Gardener's Workshop loft for temporary storage. In general, the boxes are too small for complex saddles and other tack. Leather has a substantial ability for rheological shape memory and forcing a reconfiguration of elements can cause structural deformation that is very difficult to correct. The saddles were well-maintained during their Rockefeller years, and some decorative tack appears to have been actually enhanced with black paint on the leather and silver paint on the metal elements, probably as a display in the original tack room. In the past, Rockefeller staff cleaned the tack with copper sulfate to remove mold. EPA restrictions prohibit this treatment today, and mold is usually removed by wiping with an alcohol solution. Environmental conditions in the Workshop loft are not monitored, but as a fairly open structure, conditions probably reflect a time-lag of ambient conditions outside. Decorative crops, including one with an engraved horn handle and silver banded decorations, are also included with the horse tack material. Like the Native American baskets in the Mansion attic, these valuable saddles and decorative tack should be removed as soon as possible and placed on proper supports in the Carriage House storage area.

## WOODSHED

This historic 5,400 square foot structure is in poor condition and will soon be renovated for use as an unstaffed interpretive exhibit space. The interior will have no heat or cooling. The restored carriages have a broad range of climate tolerance including freezing conditions and should be fine in such a setting assuming that mice and other pests are excluded from the area. Rustic wood objects and properly supported and protected leather saddles and tack could also be responsibly stored in the visual storage area of the Woodshed.

## THE BUNGALOW

The Bungalow continues to be used for scheduled meetings approved by the park. Historic furnishings are used by conference groups who, however, must strictly adhere to a written policy governing use. Despite the written policy governing use, the park should either remove vulnerable furnishing such as upholstered furniture to prevent continued wear, or designate the pieces for consumptive use or replace the pieces with modern pieces of similar style. (See the Use and Access chapter of this report for consumptive use guidelines.) The Bungalow porch furniture is original should be replaced with similar furniture. The tapa cloths and grass mats have been recently re-hung appropriately with sewed on strips of Velcro and are fairly robust to the environment. Light should be reduced by the use of shades when the Bungalow is not in use.

## PRESERVATION MAINTENANCE

Dead insects and droppings visible in the Mansion rooms indicate a backlog of maintenance due primarily to a staff shortage. Tasks necessary for curatorially maintaining the Mansion, Belvedere, Bungalow, Garden Workshop, Woodshed and Carriage Barn curatorial areas (to be discussed in the Storage Chapter) are too numerous to be completed by one full-time Curator with many other critical duties and one Technician working with the Curator only intermittently. The Housekeeping Plans developed by the Curator are a good start for a preventive conservation program, but need to be expanded to address specific techniques appropriate to the actual condition of the collections; to pin-point areas of past problems; and to include visual, pest and instrumental monitoring.

Vigilant and directed housekeeping and monitoring are the front-line defense for preventive care of the collections, and additional FTE is clearly required to ensure adequate pro-active rather than simply reactive collections preservation.

## RECOMMENDATIONS

### Immediate

1. Replace opaque roller shades in the Mansion and Belvedere with semi-opaque linen style shades and use them to reduce visible light levels destructive to light-sensitive material.
2. Scan historic photographs exhibited in the Mansion and replace them with facsimile copies. Place the originals in protected storage.
3. Purchase a Visible Light Meter and monitor light levels within the house to identify areas where visible light should be reduced.
4. Purchase at least eight data loggers to start directed and purposeful monitoring of areas in the Mansion and Belvedere Complex.
5. Remove Native American baskets and shaker chairs from the Mansion attic and the Rockefeller saddles and decorative tack from the Garden Workshop and place in the Carriage Barn storage area.
6. If possible, vacuum dead flies and infested rug areas daily in cluster fly season, and consider applying an inert pesticidal powder such as silica aero gel as a crack and crevice treatment around the windows and wall.

### Short-term

1. Examine and save representative furnishings and supplies from the shelter areas.
2. Discard damaged or overly redundant items, particularly if they contain liquid contents or content under pressure.
3. Consult with the conservators at NMSC to ensure that conservation concerns are raised and addressed in exhibit planning for the Woodshed that involves museum collections.
4. Increase ventilation in the Mansion attic by operating the large draw fan and augmenting it with fans directed toward the ceiling. Monitoring results by data loggers inside and on an exterior station will identify success or the need for further strategies such as installing thermostats on the draw fan or eventually, installing insulation only if required.
5. Consider contracting a museum conservation/ environmental engineering firm such as Steven Weintraub's Art Preservation Services in New York to direct the Mansion Attic study and recommend a passive or active system based on the study results.
6. Arrange for conservation treatment of the prominent round mirror in the Mansion Main Hall before additional material loss progresses. Fund sources for conservation in the one-year programs are increasingly difficult to obtain. Foundation funds or fee demo funds may be easier.
7. Expand the Housekeeping Plans to address specific techniques appropriate to the actual condition of the collections; to pin-point areas of past problems; and to include visual, pest and instrumental monitoring. The Park may wish to write a PMIS Project Statement fundable through the MCPP Program for Housekeeping Plans for all areas.
8. Write a PMIS Projects Statement fundable through the MCPP Program for a Survey of Architectural Collections to identify and formally develop an appropriate architectural collection from material stored in various locations within the park. Historic architects experienced in this activity include Richard Chilcoat and Lisa

Sasser, both of the Architecture Preservation Division of the Northeast Region in Lowell.

9. Either remove vulnerable collections in the Bungalow such as upholstered furniture, or designate them for consumptive use.

Long term Recommendations

1. Pursue a centralized storage area for collections now in the basic preliminary planning stages as part of a future Learning Center to be sited in the Woodshed meadow.
2. Following structural repair, scale down interpretation plans for the Belvedere Fallout Shelters to include partial rather than complete survival furnishings and supplies. For example, the first several rows can be equipped rather than the entire length of the narrow shelter room.



## VII. COLLECTION STORAGE

### INTRODUCTION

Recent changes in the park have made much of the information and recommendations in the Preliminary CMP (Draft 1993) Collection Storage chapter obsolete, although the overall recommendation to provide a storage space to consolidate collections stored in various locations within the park remains valid.

Recognizing the need for improved storage, the park dedicated 1,400 square feet of climate controlled storage space in the basement of the newly rehabilitated Carriage Barn in 1999 to store the fine and decorative art collections and other valuable and climate-sensitive materials. The space is equipped with four carriages of compact-shelving, eight sliding framed picture racks and horizontal slotted storage for regular and over-size rolled carpets and rugs. Costumes, textiles, framed artwork, paper-based collections, china and silver service items were removed from the Mansion attic and moved into the new storage room. Considerable space was purposefully left unfilled to serve as a temporary storage and staging area for housing collections displaced from buildings undergoing fire suppression installation.

The 1993 Preliminary CMP provided spatial requirements for various collection categories, but those figures have changed. For example, space consumptive items like huge mounted taxidermic trophy heads and insect-infested large rugs, which had been part of the 1993 space calculations, were never accessioned and were discarded before transition to the NPS. The original Storage chapter also was formulated on the premise that collections stored in the third floor and service wing rooms of the Mansion, Belvedere rooms and shelters, and the Bungalow would remain in place. Options of removing vulnerable collection items from both the Bungalow and Belvedere may be considered in light of the preservation needs of the collection.

### CURRENT STATUS

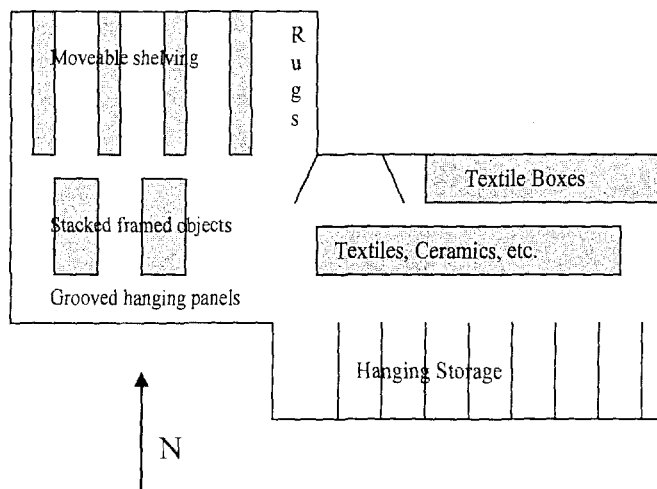
#### **Carriage Barn Storage**

The HVAC system in the storage room has been problematic since its installation, and only this year after many episodes of tweaking, retooling and replacement of inadequately sized chillers, does the system appear to be operating near specifications. The RH set point is 45-50% and temperature is set at 68-70°F. Most collections would actually benefit from lower levels of both temperature and relative humidity for long term preservation. Maintenance of RH at this level in the winter heating season would be very difficult to sustain, and RH can safely be allowed to drift to levels of 30 – 35% and generally below 45% throughout the year. Temperature can be set between 62-65°F. If the system continues to function erratically, the park may want to consider replacing it with a cost-sustainable efficient heat pipe system that provides full service heating, cooling, dehumidification (chilled water reheat) and humidification (infra-red).

The performance of any mechanical system should be tracked by careful monitoring, especially if the system is prone to poor performance. Monitoring data can help diagnose common operational problems such as poorly designed or faulty controls which create a destabilizing time lag, resulting in a wide dead band zone of pronounced fluctuations. The park maintains an ACR data logger in the storage room, but it is set at recording intervals of 6 hours. Ideally, recording intervals should approach real-time.

Hygrothermographs were and remain useful in large part because they do measure real time conditions critical to understanding climate control dynamics within a given area. The recording interval of the ACR data logger should be reduced to every 3 or 5 minutes. The ACR instruments have multiple channels allowing gathering of concurrent data sets, and ideally, comparative data should be gathered of conditions outside of the storage room at the same time to judge the efficiency of the system.

Collections originally planned for permanent storage in this room are now stored on four compacting carriages and on open shelving in acid-free boxes, standard book carton boxes and large textile boxes. Collections in the space-saver carriages include about 40 linear feet of boxed or wrapped china, 32+ linear feet of boxed or wrapped silver service pieces, about 15 linear feet of small decorative household accessories, about 55 rolled and bagged small rugs (3' wide and smaller), and 1 ½ carriages entirely of books (about 1800 volumes). Twenty-eight large and oversized carpets are stored against the wall in the space-saver alcove.



Framed objects that had been stored in the attic were moved to the storage room as planned, but placed in temporary pallet supports in the free area in front of the space-saver carriages to make room for the Hudson River paintings and other fine art removed from the Mansion for the fire suppression project. The Mansion paintings have been returned, and the empty art screens will soon be filled with the attic framed material, opening the space for new storage configuration.

Many boxes on the carriage shelves and on the shelving units in the adjacent area contain small items in space-consumptive packing boxes that could be stored more efficiently in standard and double-wide museum specimen cabinets. Four standard museum cabinets

(\$700.00 ea) placed back to back and two double-wide cabinets (\$1,200.00 ea) placed back to back should form a 5x10 foot block which can be placed in the open space in the space-saver alcove to provide storage for small objects and textiles while providing a work surface for examining rugs, costumes and other large objects.

The large slotted angle-iron shelving units in the south end of the room should be replaced with Metro stainless steel wire shelving units with adjustable shelving and wheel casters for mobility. Most small to moderate-sized storage rooms benefit from moveable storage units that can be reconfigured and moved according to changing space needs.

Generally, appropriate storage techniques for specific materials are as follows:

Stationary storage: Standard shelves / visual storage cabinets

- Ceramics and glass

Safe access is always an issue with fragile and easily breakable objects. Although the need for frequent physical access to the china and glassware is neither requested nor anticipated, storage on shelves rather than in closed boxes is preferable to increase visual access while reducing the need for handling the objects. If ceramics are stored in boxes, they must be readily visible when the lid is removed. Housing techniques include cavity packing and specialized supports but never wrapping or winding in tissue paper. Although moveable, the space-saver units operate so slowly and smoothly that they can be considered stationary.

- Silver service ware

Use of protective silver cloth containing a tarnish inhibitor is advised. A photograph of individual pieces with the catalogue number can be attached to the cloth cover to avoid the need for handling the silver.

- Portable objects too large or heavy to be stored in drawers but too small for pallet storage on the floor.
- Boxed archives and books
- Textiles stored in acid-free specialized boxes.

Textile and costume storage cabinets

- Although textiles can be stored in acid-free boxes on wide open shelves, enclosed museum cabinets can offer more protection. Delta Design manufactures large DDXL museum wardrobe cabinets that are very versatile for a cost of about \$2,500.00 each. They can be fitted with pullout trays, stationary shelves, hanging space and pull-out racks for rolled textiles

Standard museum cabinets / single and double-wide

- Small objects and clothing accessories separated by material types. Individual paper-board storage trays should be used to contain and separate small items.
- Small framed items

Hanging storage racks

- Paintings and other framed artwork with stable frames.

The NPS Museum Handbook and the Conserv-O-Grams series include guidance on storage techniques for most classes of material. The series is now available on-line.

#### Map cases

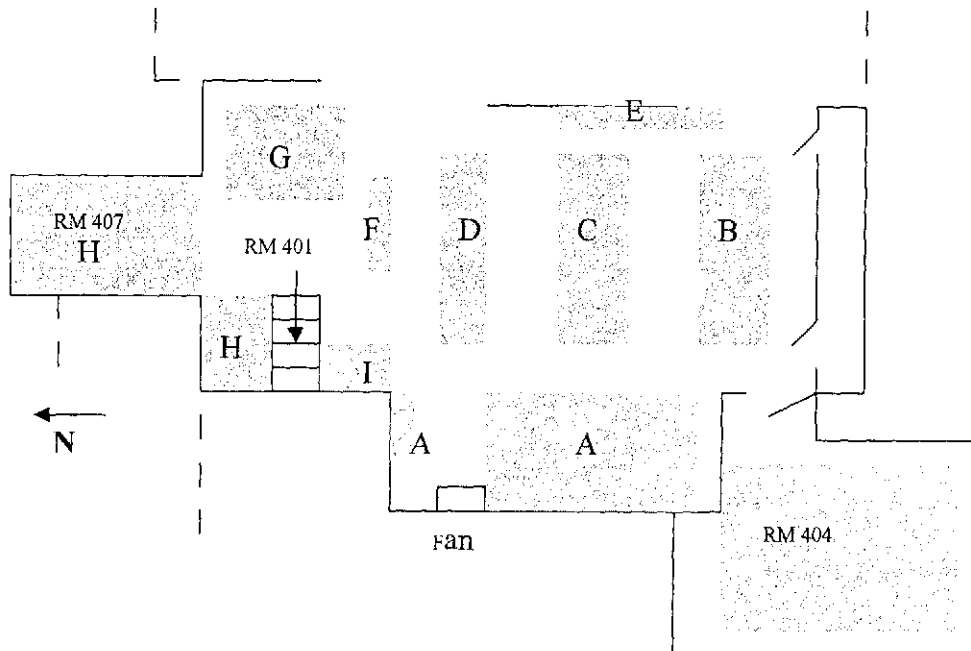
- Oversized archives.

With the addition of specialized museum storage cabinets to increase efficiency, there is adequate room to move the fairly small collection of park archives – principally the Billings family publications now stored in Room 403 of the Mansion attic and the Rockefeller Family Curator files (1975-1997) to this storage room as well. This location is a logical place for the park archives because of the controlled research library in the curatorial area that can be available for archives users. The present collection should occupy approximately 25 to 30 linear feet. Oversized archives can be stored in one 36" x 48" map case (approx. \$1,000). When the space is reconfigured, there will also be room for the horse tack now stored in the Gardener's Workshop anticipated to require about 20-square feet.

#### **Mansion Attic Storage**

Collections now stored in the attic include furniture displaced from the first and second floor Mansion rooms now used as offices and furniture from related family collections acquired in the 1940s–1960s. Most of these items had been stored in the attic prior to NPS management. In addition, objects from other buildings have been boxed and moved to the attic for the duration of the fire suppression projects. Climate conditions range from 85-90+° in the summer to 45° in the winter. With few exceptions, the sturdy collections can tolerate these conditions.

During the site visit, the Mansion attic areas were used as follows:



Central Room 401

**Area A:** 126 square feet as now configured.

Collections: Primarily clear-finished and painted chairs in stable condition. 5 Shaker chairs should be placed in the secure Carriage Barn storage area because of their value.

**Area B:** 64 square feet as now configured.

Collections: Trunks and assorted luggage and framed mirrors. The luggage is canvas covered with wood, leather trimmed, and leather handles. Condition ranges from poor (crushed, structurally damaged, tears and losses) to good condition. Acidic paper labels are attached to several trunks and are peeling and detaching. Ideally, the trunks with significant paper labels should be placed in climate-controlled storage. At the least, the labels should be photographed before deterioration continues to material loss.

**Area C:** 90 square feet as now configured.

Collections: 12 case dressers: 4 marble tops, 4 painted, 7 clear finish. 12 towel racks. 11 side tables including a set of nesting side tables. All in good condition. The wash stand (MABI 12306) is structurally unstable and has been repaired in the past. The music stand (MABI 1416) and a chest of drawers (MABI 1188) are damaged and currently stabilized with wooden blocks.

**Area D:** 33 square feet as now configured.

Collections: Random assortment of furnishings: 2 small chests of drawers. Victrola with lifted and chipped veneer and rusted iron handle. 1 large plant drying cabinet covered with brittle and mold damaged cotton fabric. 1 large painted bookshelf with drawers. 1 small side table and a mirror with a mirror stand.

**Area E:** 16 square feet as configured.

Collections: Random assortment: 1 wardrobe. 2 chests of drawers. 3 large baskets on dresser.

**Area F:** 9 square feet.

Collections: Clear finished table in good condition.

**Area G:** 100 square feet as configured.

Collections: 21 chairs. 1 sewing machine. 1 large wicker wheelchair (damaged). 5 dresser mirrors, framed with loss of silvering. 4 easels. 1 unusual tilted mirror cabinet, 1 coat rack, 1 headboard. Boxes of stereograph plates. Condition stable overall.

**Area H (Room 407, North area):** 45 square feet as configured.

Collections: 16 mattresses with springs; various bedside boards/slats; 8 fireplace screens and andiron sets- metal, cast bronze, iron, stable condition. 2 plastic wastepaper baskets.

**Area I:** 9 square feet as configured.

Collections: 4 deck chairs with plasticized cushions. Good condition.

Space Used in Attic Open Area.....500 square feet.

#### Room 404 (Southwest Room)

Approximately 50 square feet of boxed material displaced by fire suppression project are stored in this separate room of the main attic area. Collections include sports equipment, plaster sculpture and garden equipment, household tools, small architectural artifacts (doorknobs etc.) and baskets. The Native American baskets moved from the Bungalow were brittle, misshapen and poorly packed and should be placed in the Carriage Barn Storage area.

Total Current Mansion Attic Collection Space Use.....550 Square Feet.

#### **Gardener's Workshop Loft**

This room is used primarily for temporary storage of collections from the Carriage Barn displaced by the rehabilitation in 1999 and collections from other areas displaced by the suppression projects. The collection consists of architectural elements (windows, screens, etc.), random furniture and boxes of horse tack. As discussed in the Preservation chapter, the horse tack occupies about 10 square feet as currently boxed. If decompressed, the tack would occupy about 25 square feet.

#### **Wood Shed**

The 4,500 square foot Wood Shed will be renovated as discussed in the Preservation chapter, and the carriages will remain in a protected visual storage area. At the time of the site visit, architectural elements were also stored in the shed and must be removed for the rehabilitation of the building for interpretive use. The Preservation chapter recommends development of a formal architectural reference collection which would identify material to be retained. Ideally, the architectural collection, reduced in size from the current assemblage of architectural fragments and elements, would be stored in the Mansion Attic. However there may not be room for this material.

### **FUTURE STORAGE CONFIGURATIONS**

#### **Proposed Learning Center Storage Facility**

As originally envisioned, the new Learning Center would incorporate a 2000 square foot wing for curatorial storage of park, Woodstock Foundation, and Billings Farm & Museum (BFA) archives and offices. The Woodstock Foundation has withdrawn from involvement, but planning for the storage wing should proceed to provide adequate museum quality storage space for collections now at risk in substandard locations.

Targeted collections for storage in this area include travel trunks with labels, baskets, sporting equipment and furniture. Historic games, toys and other household accessories can also be stored in this new area.

#### **Proposed Long-Term Storage Locations**

CARRIAGE BARN.....Fine and decorative arts including paintings, prints, china and silver, rugs, costumes, textiles, and archives.

MANSION ATTIC.....Architectural collections and sturdy furniture with little climate sensitivity including mattresses, springs and bed boards.

LEARNING CENTER STORAGE FACILITY.....Moderately climate-sensitive composite objects including toys, first and second order case and joined furniture, trunks with painted and paper labels and similar materials.

The Curator developed a space needs and cost plan in 2004 for design of the Curatorial storage and office area for the Learning Center. The space/cost estimates were based on the Carriage Barn facility and space requirements were estimated at 2000 square feet (1400 storage and 600 office and necessary adjacencies).

Based on the space analysis of the present storage locations, required space for storage of materials proposed for housing in the new Learning Center is 1600 square feet. The number is derived from adding the footprint of each area of stored materials (500sf), increasing the number by a factor of 10% to consider decompression of material, doubling that for aisle and traffic needs and adding 35% for collections growth. The number is fairly close to the 2004 estimate for storage of archives collections, and the park could proceed with the figure of 2000 square feet at a cost of \$776,250.

## RECOMMENDATIONS

### Immediate

1. Remove baskets, Shaker chairs and decorative saddles, crops and bridles from their present locations and store in the Carriage Barn storage area. Unpack the baskets and bridles to relieve compression and discard acidic packaging material.
2. Purchase 4 standard and 2 double-wide museum cases and 2 DDLX Textile cabinets. Order Metro shelving units based on calculations of need. Request \$15,000 funding through the MCPP fund to purchase cabinets.

### Short term

1. Prepare all rugs for rolled storage against the walls, following guidance provided in the 2005 Carpet and Window Treatment Assessment.
2. Hang framed items now in the floor bins.
3. Reconfigure the Carriage Barn room for placement of new storage cabinetry and shelves.
4. Store collections in new cabinetry and on Metro shelves.
5. Refine plans for new storage area and consult with the NMSC for specific guidance and product information.

### Long-term

1. Store targeted collections in the new Learning Center Storage Facility and use this area for future growth of the collections.



## **VIII. SECURITY AND FIRE PROTECTION**

This chapter contains sensitive material and has been removed  
from this copy of the report.



## IX. CURATORIAL STAFFING

### CURRENT STATUS

MABI has 19.1 FTE, 12.83 of whom are permanent and 6.27 of whom are seasonal employees. The Curatorial Division has one GS-11 Curator and one GS-5 Museum Technician, although the Museum Technician spends most of her time (about 80-85%) in the Maintenance Division. The Curator reports to the Superintendent and the Museum Technician reports to both the Facilities Manager and Curator.

Since the park's establishment in 1998, every year has seen the preparation for or implementation of major collection moves as buildings have been upgraded for fire suppression systems (Bungalow and Mansion) or completely rehabilitated (Carriage Barn and Woodshed (planned for 2005/06)). Each project has entailed painstaking planning, packing, moving, storage, and reinstallation of fragile and valuable collections. Given the extensive size of the collections, the number of facilities in which the collections are currently housed, and the very demanding workload of the curatorial staff, the CMP team was greatly impressed by the extremely high quality of collections care at the park.

As management is well aware, the park is extremely fortunate to have such a professional and capable curator on its staff. Because the Curator began working for the Rockefeller family in 1975 and later for the Woodstock Foundation (Billings Farm & Museum), she possesses a rare institutional knowledge and understanding of the park's collection and resources. She has become an essential member of the management team for partner relations, cultural resource management, and planning.

The workload of the Curator currently consists of:

- Collections Management (includes time spent on major collection moves associated with building rehabilitation projects) – 40%
- Editing park publications – 15%
- Providing use and access to the park collections (inside and outside research) and serving as park contact with the Woodstock Foundation – 10%
- Image library development and support – 10%
- Conference and visitor use support (e.g., Bungalow preparation) – 5%
- Cataloguing – 5%
- Interpreter training – 5%
- Reference library responsibilities – 5%
- Exhibit development – 5%

The curatorial workload of the part-time (20%) Museum Technician currently consists of:

- Major packing and moving collection projects associated with building renovations – 75%
- Curatorial housekeeping for Mansion, Belvedere, Bungalow, and collection storage areas – 25%

Despite the remarkable capabilities and accomplishments of the Curator and the part-time Museum Technician, it was also very clear to the CMP team that the division needs more staff. The 1994 Preliminary CMP recommended a curatorial staff of one GS-11/12 Curator, one GS-9 Registrar, and one GS-5/7 Museum Technician. This staff would have been able to carry out the essential tasks of curatorial supervision, cataloguing, and daily tasks such as housekeeping. Park management recognized these needs, but chose not to hire a Registrar and instead accomplish cataloguing by contract with the Society for the Preservation of New England Antiquities using OFS dollars. This position lapsed in 2002. To date, about four years work of cataloguing remain, and the park has requested a four-year term position using CRPP dollars. This PMIS statement competed extremely well and is currently number 2 in the NER region's priority list for 2006 and number 1 for the following three years.

The Museum Technician position is currently being re-described as a Maintenance Program Specialist (GS-0303). This makes good sense given the workload of the incumbent. The proposed Position Description includes language under "Major Duties" that would ensure that she continues to assist the Curator in her current tasks. She has played and will continue to play an essential role in the success of the curatorial division.

However, a number of basic tasks, such as curatorial housekeeping, IPM, and environmental monitoring are not being carried out in all the collection areas as needed (a situation acknowledged fully by the curatorial division and by park management). As a result, as detailed in the Collections Preservation chapter in this report, some of the collections are deteriorating because of unnecessary exposure to insects, dampness, and mold. A dedicated part-time museum technician could provide these basic functions and dramatically improve care for the collections. Fortunately, Saint Gaudens National Historic Site in Cornish, New Hampshire, 18 miles from Woodstock, also has a need for such curatorial assistance. Both parks have furnished historic structures and a variety of storage facilities that require curatorial housekeeping, IPM and environmental monitoring, and technical assistance to the parks' curators. A shared position would greatly benefit both parks.

The CMP team has also identified additional tasks for the Curator that are not being carried out to the extent necessary to comply with NPS policy, particularly in the area of the archival management of park records. This is understandable because the park is still young and is now just beginning to implement records management that would result in the development of a park records archive (See Archives and Manuscripts chapter in this report for details). The Curator is not able to take on any new responsibilities without relinquishing others. As the park has matured and grown in staff, non-curatorial tasks that once could best be carried out by the Curator should be shifted to other divisions within the park. For example, the Curator is currently responsible for the image library, which takes up about 10% of her time. Because these materials are not within the museum collection, they would better be handled by another division. The Curator also has responsibility for conference and visitor use support. This work is entirely appropriate when this use involves the Bungalow, which contains collections.

The park should also consider a long-term plan to address the eventual retirement of the Curator. Although this will not take place in the next few years, it makes good sense to plan for this transition now. A GS-9 Museum Specialist or additional GS-9/11 Curator could provide a smooth transition by working closely with the Curator.

#### Interns and Volunteers

The Curator has used Student Conservation Association (SCA) interns in the past with some success. This year, the Curator and Chief of Interpretation jointly requested a SCA intern with the Diversity Intern Program and is benefiting from this support for 10 weeks during the 2005 summer season. The intern has assisted with the annual inventory and is helping to compile fact sheet binders on the collections for interpreters.

In general, however, supervising volunteers and interns can be overwhelming for a division where there is only one full-time professional staff member. The CMP team has found at other parks that a volunteer/intern program is highly inefficient unless there are at least two professionally trained staff members to oversee this work.

### **RECOMMENDATIONS**

#### Immediate

1. Resubmit a joint request in OFS with Saint-Gaudens NHS for a GS-1016-04 (Museum Technician).

#### Short-term

1. Plan for the hiring of a Museum Specialist GS-9 or Museum Curator GS-11 in the next five years to ensure a smooth transition after the incumbent Curator retires. A person with some archival experience would benefit the MABI curatorial program.
2. Because the incumbent Curator has the best institutional knowledge of the park and its collections, the park should document this history through oral interviews.



## **X. PROGRAMMING AND FUNDING**

### **INTRODUCTION**

Marsh-Billings-Rockefeller National Historical Park has competed very successfully in procuring federal dollars to carry out the many upgrades and rehabilitations of park structures. The park is also extremely fortunate to be able to apply for funds from its primary partner organization, The Woodstock Foundation, in order to preserve and protect the park's significant historic structures. The park has not been successful in applying for Woodstock Foundation funds for the museum collections, even though these are clearly significant cultural resources within the park. Nevertheless, the work on the structures has indirectly benefited the park's collections by providing secure and well-maintained buildings to house them. The park has also dedicated OFS dollars to address cataloguing needs for the collections by hiring term contractors through the Society for the Preservation of New England Antiquities.

### **CURRENT STATUS**

#### **Operations Formulation System (OFS)**

In 2005, the park made a joint request with Saint-Gaudens National Historic Site (OFS 24401A) for a Museum Technician. Although the project competed well at the cluster level, it did not compete well at the regional level. Both park superintendents would support a resubmission of this request. The request should be re-written using the findings in this CMP as justification.

#### **Project Management Information System (PMIS)**

The CMP team has identified a number of projects that should be entered into PMIS. Justifications for these project statements can be found in the individual chapters of this report.

#### **Museum Collection Preservation and Protection (MCP) Funding**

Museum Collection Preservation and Protection (MCP) Funding is available for projects that correct a specified deficiency noted in the park's Automated Checklist Program (ACP) in the Automated National Catalogue System program. Additionally, the park's 1a6 goal in its GPRA plan measures the number of these deficiencies and the park's progress in correcting any issues identified. MCP funding, therefore, is specifically targeted at helping a park improve the preservation and protection of museum collections. Of course, in order to be considered for funding, a park must indicate the appropriate deficiency numbers from the ACP that will be corrected by the project in the justification section of PMIS.

Please note that project statement estimates should be confirmed with a supplier and should include shipping costs, which can be substantial for larger orders.

- One fire resistant cabinet for catalogue records storage (\$800)
- One visible light meter to document environmental conditions of collections on exhibit (\$75)
- Eight dataloggers to document environmental conditions of collections on exhibit and in storage. HOBO Onset Instruments (\$200 each plus software costs)
- Mansion attic environmental study (\$10,000)
- Housekeeping plans for all exhibit areas. (\$8,000 - \$10,000)
- Four standard quarter museum cabinets with sanitary bases (\$575 each; drawers are \$45 each; bases extra)
- Two double-wide museum cabinets with sanitary bases (\$1,200 each; bases extra)
- One 36x48 map case for oversize drawings (\$1,000)
- Two large wardrobe cabinets (\$2,500 each).
- Metro shelving with castors and shelves for Carriage Barn storage area to replace existing industrial shelving.

#### Cultural Resource Preservation Program (CRPP) Funding

This funding source is a more flexible and therefore more competitive. Because MABI cannot compete for Backlog Cataloguing funding sources, this is the only way it can get funds to carry out cataloguing projects. The park has put in for a four-year project at \$200k to pay for a contract cataloguer. This project has been ranked number 2 on the regional priority list for 2006 and ranked number 1 for the following three years. Based on the review by the CMP team, this project should complete the cataloguing of all remaining collections at the park into ANCS+.

#### Additional projects to enter into PMIS

- Two-phase project to have the archival collections microfilmed relating to the management of the property. This collection is owned by the Billings Farm & Museum. Phase one would entail the preparation of the collection for microfilming and determining the final cost estimate. Phase two would entail the actual microfilming of the project. This could be funded using Challenge Cost Share, although this fund source is already committed to existing projects for the next few years. Please refer to the informational material provided by the CMP team

Appendix A

30 ROCKEFELLER PLAZA  
NEW YORK, N.Y. 10112

Room 5600

(212) 649-5600

December 31, 1992

Hon. Manuel Lujan, Jr.  
Secretary of the Interior  
United States Department of the Interior  
Washington, D.C.

Dear Secretary Lujan:

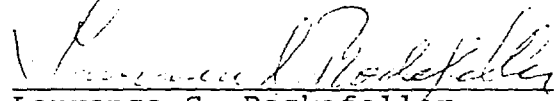
We intend to transfer to the United States of America real property in the Town of Woodstock, Vermont for purposes of establishing the Marsh-Billings National Historical Park (the "Park"). This will confirm our pledge to also transfer to the United States of America the items of tangible personal property used on or in connection with the Marsh-Billings Mansion which are identified in the following appraisals: (i) appraisal by E. V. Thaw dated June 13, 1988, (ii) appraisal by Ralph M. Chiat Galleries dated April 16, 1991, (iii) appraisal by Graham Gallery dated July 2, 1991, and (iv) two appraisals by Sotheby's dated August 15, 1991 and July 1, 1991. This pledge does not include the items listed on the attached schedule which are currently located at the Marsh-Billings Mansion.

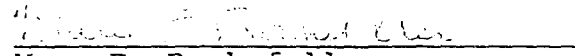
Our gift will be subject to the condition that all the items of tangible personal property to be transferred (i) will remain in the Mansion or related buildings in the Park as part of the interpretive program of the Marsh/Billings/Rockefeller occupancy except for short-term storage, or removal when conservation treatment is necessary or selections are to be included in short-term special exhibitions elsewhere, and (ii) subject to the availability of funds, will be maintained and conserved by the National Park Service.

After our use and occupancy of the Mansion terminates, ownership of these items shall pass to the Woodstock Foundation if at any time the above conditions are not met, or if at any time the National Park Service shall (i) engage in or permit any uses in the Mansion or the Park which are incompatible with the the legislation establishing the Park, or (ii) fail to operate or cause to be operated a program of public visitation and interpretation at the Mansion after the passage of a reasonable period of time following the occurrence of an act of God, or declaration of national emergency or war, which materially impedes the ability of the National Park Service to operate or cause to be operated such a program, or (iii) without the concurrence of the Woodstock Foundation, shall for any other reason fail for more than two consecutive years to operate or cause to be operated a program of public visitation and interpretation at the Mansion.

This pledge will be satisfied by testamentary provisions in the estate of the last of us to die, or by intervivos gift upon the earlier termination of our use and occupancy of the Marsh-Billings Mansion as a residence.

Very truly yours,

  
Laurance S. Rockefeller

  
Mary F. Rockefeller.

Marsh-Billings National Historical Park  
Schedule to Letter Dated December 31, 1992  
Items Excluded from Gift to Government

1. Bourne  
Still Life in Green and Pink  
signed and dated 1975  
oil on canvas
2. Chinese export "Pseudo Tobacco Leaf" pattern  
dinner service
3. Cabinet housing items in 2. (above)
4. Conrad Schwiering  
Canyon Light  
signed and dated 1978  
oil on canvas
5. Albert Murray  
Portrait of Laurance Rockefeller, Jr. in the Mountains  
signed and dated 1953  
oil on canvas
6. Albert Murray  
Portrait of Rockefellers' Daughter in the Mountains with a Gray Horse  
signed  
oil on canvas
7. Robert Fulton  
Self Portrait  
oil on canvas
8. Items of a personal nature including clothing, photographs, letters, statements of accounts, diaries, bric-a-brac and mementos
9. Items which have been or may be given as personal gifts among family members and friends

**Appendix B**

DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE  
MARSH-BILLINGS-ROCKEFELLER NATIONAL HISTORICAL PARK

Scope of Collection Statement

Prepared/Recommended by: \_\_\_\_\_  
Janet Houghton Museum Curator Date

Approved by: \_\_\_\_\_  
Rolf Diamant Superintendent Date

## TABLE OF CONTENTS

|      |                                                                                                           |    |
|------|-----------------------------------------------------------------------------------------------------------|----|
| I.   | INTRODUCTION.....                                                                                         | 1  |
|      | A. Executive Summary.....                                                                                 | 1  |
|      | B. Purpose of the Scope of Collection Statement .....                                                     | 1  |
|      | C. Legislation Related to National Park Service Museum Collections.....                                   | 1  |
|      | D. Park History, Significance, Purpose, Themes, and Goals .....                                           | 1  |
|      | E. Laws, Regulations, and Conventions Related to Museum Collections.....                                  | 4  |
|      | F. Structures, Landmarks, and Other Park Resources Listed on<br>National or International Registries..... | 4  |
| II.  | TYPES OF COLLECTIONS.....                                                                                 | 4  |
|      | A. Cultural Collection .....                                                                              | 4  |
|      | 1. Archeology Collection.....                                                                             | 5  |
|      | a. Artifacts and Specimens .....                                                                          | 5  |
|      | b. Associated Field Records .....                                                                         | 6  |
|      | 2. Ethnology Collection.....                                                                              | 6  |
|      | 3. History Collection.....                                                                                | 6  |
|      | 4. Archival and Manuscript Collection.....                                                                | 9  |
|      | B. Natural History Collection.....                                                                        | 10 |
| III. | MUSEUM COLLECTIONS SUBJECT TO THE NATIVE AMERICAN<br>GRAVES PROTECTION AND REPATRIATION ACT OF 1990 ..... | 10 |
| IV.  | ACQUISITION .....                                                                                         | 10 |
| V.   | USES OF COLLECTIONS .....                                                                                 | 12 |
| VI.  | RESTRICTIONS .....                                                                                        | 13 |
| VII. | MANAGEMENT ACTIONS.....                                                                                   | 14 |

## **I. INTRODUCTION**

### **A. Executive Summary**

Marsh-Billings-Rockefeller National Historical Park's museum collection consists almost entirely of cultural artifacts. A small number of natural specimens – mostly minerals and shells – were gathered by the former owners of the property, as amateur parlor collections. History materials are the largest part of the collection. In addition, a small number of ethnographic objects survive, and a few archeological artifacts have been added to the collection since the park's inception in 1992.

The majority of the history materials are domestic household furnishings acquired by Frederick and Julia Billings in the late nineteenth century for their country home, known as the Mansion. Mary French Rockefeller, granddaughter of Frederick Billings, inherited the estate in 1951 with her husband, Laurance S. Rockefeller, and they acquired additional furnishings for the Mansion and two other buildings on the estate. These furnishings are also in the collection.

The history materials prominently feature paintings and prints assembled by the Billings family. Several famous American artists, including Thomas Cole, John Frederick Kensett and Asher B. Durand, are represented in the collection. Additional artwork was acquired by the Rockefellers, notably the mountain landscapes *Scenery in the Grand Tetons* and *The Matterhorn* by Albert Bierstadt.

The ethnographic materials include art and craft items from Asia, Africa and the South Pacific collected by the Rockefellers during their travels.

### **B. Purpose of the Scope of Collection Statement**

This Scope of Collection Statement defines the scope of present and future museum collection holdings of Marsh-Billings-Rockefeller National Historical Park that contribute directly to the understanding and interpretation of the park's purpose, themes and resources, as well as those objects that the Service is legally mandated to preserve. It is designed to ensure that the museum collection is clearly relevant to the park.

### **C. Legislation Related to National Park Service Museum Collections**

The National Park Service's (NPS) legal mandate for acquiring and preserving museum collections is contained in the Antiquities Act of 1906 (16 USC 431-433); the Organic Act of 1916 (16 USC 1 et. seq.); the Historic Sites Act of 1935 (16 USC 461-467); the Management of Museum Properties Act of 1955, as amended (16 USC 18f); the Reservoir Salvage Act of 1960, as amended (16 USC 469-469c); the National Historic Preservation Act of 1966, as amended (16 USC 470 et seq.); the Archeological and Historic Preservation Act of 1974, as amended (16 USC 469-469l-2); the Archaeological Resources Protection Act of 1979, as amended (16 USC 470aa-mm); the National Parks Omnibus Management Act of 1998 (16 USC 5901).

#### **D. Park History, Significance, Purpose, Themes, and Goals**

The enabling legislation (Public Law 102-350) which established Marsh-Billings-Rockefeller National Historical Park on August 6, 1992 states that the park was established "to interpret the history and evolution of conservation stewardship in America; to recognize and interpret the birthplace and contributions of George Perkins Marsh, pioneering environmentalist, author of *Man and Nature*, statesman, lawyer and linguist; to recognize and interpret the contributions of Frederick Billings, pioneer in reforestation and scientific farm management, lawyer, philanthropist and railroad builder, who extended the principles of land management introduced by Marsh; to preserve the Marsh-Billings Mansion and its surrounding lands; and to recognize the significant contributions of Julia Billings, Mary Billings French, Mary French Rockefeller, and Laurance Spelman Rockefeller in perpetuating the Marsh-Billings heritage."

On October 21, 1998 the United States Congress amended Public Law 102-350 through Public Law 105-277, Section 143 (16 U.S.C. 410). The name of the park was changed from Marsh-Billings National Historical Park to Marsh-Billings-Rockefeller National Historical Park.

In 1992 Laurance S. Rockefeller and Mary French Rockefeller gave the property of which the park is composed to the United States. Mrs. Rockefeller's grandfather Frederick Billings created the estate after the Civil War. It included his home, a model dairy farm and a managed forest. Billings' management of the property was guided by the thinking of George Perkins Marsh, author of *Man and Nature* (1864) which became an important text for the environmental movement. Marsh had grown up on the property, which had been his family's farm until Billings purchased it in 1869.

The Rockefeller era on the property and in the community began in 1951, when Mary French Rockefeller had inherited her grandparents' home. In 1968 the Rockefellers created The Woodstock Foundation, Inc., an organization through which they could channel their philanthropy to benefit the Woodstock area. The Woodstock Foundation in 1973 established the Vermont Folklife Project to document the vanishing traditions of rural agriculture in East Central Vermont. Through the Woodstock Foundation, Laurance Rockefeller in 1974 purchased the Billings Farm, the operating dairy farm that constituted the agricultural portion of the historic estate, and had been owned since 1954 by John French, Mary French Rockefeller's brother. The purchase reunited the Billings Mansion with the Billings Farm for the first time since 1914. From the Vermont Folklife Project the Billings Farm & Museum was developed in 1983. The Woodstock Foundation owns and operates the Farm & Museum, which is the Foundation's principal local project and is managed separately from the park.

The major part of the park museum collection consists of the furnishings assembled by Frederick Billings and Julia Parmly Billings for their country home. These domestic furnishings from the late Victorian period are still on display in the Mansion. The Billings also assembled a sizable art collection with works by several famous American artists.

When Mary French Rockefeller inherited the Mansion, she and her husband Laurance brought additional furnishings to the estate. Items in the collection which the Rockefellers acquired

include furnishings for the Belvedere and Bungalow, two other buildings on the property, as well as supplies and equipment for the fallout shelters in the Mansion and the Belvedere; sporting goods; music recordings; books; and ceramics inherited from John D. and Abby Rockefeller, Laurance's parents. The Rockefellers also added to the art collection begun by the Billings.

Through a contract the Rockefellers employed Janet Houghton as a Curator beginning in 1975 to inventory and catalog the collection associated with the Mansion. Her work resulted in the unpublished report, *The Billings Mansion – A History of its Design and Furnishing, 1869 – 1900*, subtitled "A Summary Report Derived from the Records of the Collections Cataloging Project, 1975 – 1977", an excellent study of the collection. Houghton became the first Curator of Marsh-Billings-Rockefeller National Historical Park when it was opened to the public in 1998.

A report that is useful for understanding the art collection within the context of the park's themes is the Special History Study *Art and the American Conservation Movement* by Robert L. McGrath, published by the park in 2001.

As stated in the Draft General Management Plan (GMP) (1998), "Marsh-Billings National Historical Park is an important place in conservation stewardship history. It has significance due to its associations with prominent individuals in American conservation and due to more than a century of careful stewardship that has left a remarkable record of continuity evident in the landscape, in the park's buildings, and in museum collections."

The GMP further states that the park "draws its primary significance from its association with two individuals who played important roles in American conservation stewardship during the 1800s: George Perkins Marsh (1801 – 82) and Frederick Billings (1823 -90). In addition, Laurance S. Rockefeller (1910 -) represents important aspects of the transformation of the broader conservation movement in the 20<sup>th</sup> century." Also the park "is the only unit within the national park system to include managed forest land and farmland that were historically part of a single estate and continue to be actively managed."

The GMP identifies six goals for the park: "demonstrate stewardship through park management; work in partnership with the people of Woodstock and the region in developing park programs; establish an outreach program that will carry the conservation message beyond the boundaries of the park; use the history of the site and its protagonists (Marsh, Billings, and Rockefeller) as a lens for interpreting the history of stewardship in America; adopt a holistic approach to the interpretation of stewardship, celebrating the broad diversity of its historic roots – spiritual, aesthetic and scientific; and emphasize stewardship as an evolving and dynamic concept shaped by human interaction with the natural world".

The primary interpretive theme identified in The Long Range Interpretive Plan (November 2003) is conservation and stewardship. Subthemes are conservation as choice; conservation and the quality of life; and conservation as personal relationship.

The park's mission statement as expressed in the Strategic Plan for Marsh-Billings-Rockefeller NHP & Conservation Study Institute (April 1, 2001) is: "Marsh-Billings-Rockefeller NHP in Woodstock, Vermont is the only national park to tell the story of conservation history and the evolving nature of land stewardship in America, '...where human stories and the natural history are intertwined; where the relatively small acreage serves as an educational resource for the entire National Park Service and a seedbed for American environmental thought.' (John Elder) The park presents historic and contemporary examples of conservation stewardship that demonstrate and interpret a conservation philosophy that evokes a strong sense of place. Through innovative initiatives, partnerships and outreach activities, the park encourages the best thinking and practices in conservation stewardship."

#### **E. Laws, Regulations, and Conventions Related to Museum Collections**

Archeological collections, except inalienable and communal property (as defined by the Native American Graves Protection and Repatriation Act of 1990 [25 USC 3001-13]), recovered from within park boundaries through systematic collection are Federal property and must be retained in the park's museum collection in accordance with 43 CFR 7.13 and NPS *Management Policies* (2001).

In accordance with the NPS Research Permit and Reporting System, permits to collect natural resource specimens state that retained specimens remain Federal property, are incorporated into the park museum collection and, as required by 36 CFR 2.5g, must bear official National Park Service museum labels and their catalog numbers will be registered in the National Park Service National Catalog.

#### **F. Structures, Landmarks, and Other Park Resources Listed on National or International Registries**

The National Register of Historic Places in 1967 designated the Marsh-Billings-Rockefeller Mansion as a National Historic Landmark and recognized it in 1973 as part of the Woodstock Village Historic District.

### **II. TYPES OF COLLECTIONS**

The interpretive themes and resource management goals and objectives stated in the introduction provide direction for the acquisition of museum objects. The following guidelines will prevent arbitrary and excessive growth of the collection, while ensuring that it remains relevant to the park's mission.

#### **A. Cultural Collection**

The purpose of this collection is to increase knowledge and inspiration among present and future generations through exhibits, research, and interpretive programs; support research,

resource management and education; provide baseline data of park cultural resources; document changes these resources are undergoing because of internal park conditions and external effects; to guarantee the protection of important objects whose in-situ preservation cannot be assured.

Objects and archival collections with a direct association to the park are more desirable for inclusion within the collection than similar items without such primary significance. The cultural collection is subdivided into four disciplines: archeology, ethnology, history, and archives and manuscripts. The following list identifies, by discipline, object types appropriate to the park's museum collection and, as needed, notes current representation.

The cultural collection must support these goals. This will ensure that only relevant objects and archival materials are accessioned into the collection. Future growth of the collection should be restricted to items related to:

1. Interpretive and/or research needs identified in the park's *General Management Plan* (1998); *Long-Range Interpretive Plan* (2003); the report *The Billings Mansion - A History of Its Design and Furnishing 1869-1900* (1977) by Janet R. Houghton; the Special History Study *Art and the American Conservation Movement* (2001) by Robert L. McGrath; exhibit plans, and other applicable park planning documents and resource studies.
2. Enhancing understanding of and promoting increased stewardship of the park's cultural resources.
3. Cultural resources baselines/inventorying and monitoring activities.
4. Regulatory and compliance activities such as those mandated by the National Historic Preservation Act of 1966, as amended and the Archaeological Resources Protection Act of 1979 (ARPA).

### **1. Archeology Collection**

Archeological collections are generated in response to cultural resource management requirements related to legal mandates, to development of park facilities, to preservation-related activities, to research requirements, and to interpretive needs. The archeological collection includes artifacts, human remains, and other materials obtained using archeological methods.

As per 43 CFR Part 7, any archeological materials discovered within the park (except inalienable and communal property, as defined by NAGPRA) are the property of the United States and will be maintained as a part of the park's museum collection.

#### **a. Artifacts and Specimens**

Archeological research projects within the park may result in the collection of artifacts, ecofacts, or other data.

The park's archeology collection includes approximately 35 artifacts recovered during the archeological survey undertaken as a part of the rehabilitation of the Carriage Barn in 1997. In addition a few surface finds have been collected by park staff.

The archeology collection could expand if the park undertakes any construction projects, including building new structures, rehabilitating existing structures, and upgrading or adding utilities, such as those needed for fire suppression systems.

Park staff and visitors should be discouraged from picking up surface artifacts. It is preferred that surface artifacts be left in-situ and their location documented. If materials are collected and brought to park staff, appropriate measures must be taken to ensure that the visitor collects no more material, that precise provenience information is recorded, if possible, and that the objects/data are promptly given to the curatorial staff upon receipt by staff members.

#### **b. Associated Field Records**

All records associated with archeological collections are retained as part of the museum collection. These records include field notes and catalogs, daily journals, drawings and maps, photographs and negatives, slides, sound recordings, raw data sheets, instrument charts, remote sensing materials, collection inventories, analytical study data, conservation treatment records, computer documentation and data, as well as any other documents generated through archeological activity.

### **2. Ethnology Collection**

The ethnology collection is composed of works of art and craft from Africa, Asia and the South Pacific. Several tapa cloths and small wood sculptures were most likely acquired by the Rockefellers as mementoes of their travels. A large oriental screen and wood carvings, including an elaborate fireplace surround, were received from The Eyrie, the Rockefeller family's large vacation cottage at Seal Harbor, Maine before its demolition in 1963.

In addition, a small group of Native American artifacts – souvenir trade baskets of mixed origin, a red catlinite pipe head, and a beaded pipe bag – survive in the stored collection, as mementos of the Billings family.

### **3. History**

The history collection is an important component of the interpretive and resource management programs and supports the mission of the park. Only historic material that has a direct association with the park is included in the museum collection. When a large quantity of an object type is available, priority is given to acquiring the best-preserved examples. The history collection can be divided into seven major categories. The declared "entries" represent the number of records created for each

category in the original catalog of 1975-79, which remains the most comprehensive tally of history artifacts by category, until the park's electronic database is complete.

**a. Domestic Household Furnishings**

Most of the furnishings were acquired for the Billings Family and document the taste of Frederick and Julia Billings and their conception of what an elegant but livable country house was. The Rockefellers, however, also added to the furnishings for the estate. These additions comprise most of the furnishings in the Belvedere; the furnishings in the Bungalow, which were originally used at the Rockefellers' vacation cottage in Seal Harbor, Maine; and the contents of the fallout shelters in the Mansion and the Belvedere.

Included in the domestic household furnishings category are 321 entries for pieces of furniture, 102 entries for carpets and textiles, 358 entries for pieces of ceramics and glass, 186 entries for lighting devices, 409 entries for pieces of metalware, and 434 entries for other miscellaneous household items.

The furniture consists of high quality items in the Renaissance Revival, Neo-Grec and Eastlake styles and also utilitarian items that had been used in the service wing of the Mansion and the outbuildings. Although in some cases the furniture has been altered and reupholstered, it represents a largely intact collection from the Billings Family household.

A twenty-eight foot long Feraghan carpet formerly used in the parlor of the Mansion is the most important of the over two dozen carpets Frederick Billings purchased in the 1880s.

Other significant items associated with the Billings are two silver sets of large table candlesticks, coin silver spoons and forks made for Billings family members in the early nineteenth century, high quality ceramic dinnerwares, Chinese and Japanese ceramics purchased as antiques by Frederick Billings and a representative group of utilitarian wares including washstand sets and kitchen utensils.

The Rockefeller contributions comprise modern art pottery and glass; a 200-piece ceramic dinnerware set made by Mason of England and five large Chinese porcelain chargers, all originally in the collections of John D. Rockefeller, Jr.; and modern household appliances and entertainment equipment.

**b. Fine Arts**

This category includes 541 entries for paintings, prints, drawings and photos, mostly assembled by the Billings Family. The painting collection is notable for works by famous American artists, such as Thomas Cole, Albert Bierstadt, John Frederick Kensett, Asher B. Durand, John Casilear and Sanford Gifford. Thomas

Prichard Rossiter painted several family portraits. Landscapes by lesser known nineteenth century artists are also in the collection.

The print collection includes large, elaborately framed steel engravings that reflect the popular tastes of the mid-to-late nineteenth century. Romantic landscapes, animal studies and reproductions of European and American masterpieces are represented.

Both the Billings print and painting collections are intact. Documentation in the Billings Family Archives shows how the collections were assembled. Period photographs in the Archives indicate where some of the artworks were formerly hung in the parlor and library.

A small collection of sculpture and outdoor art also exists. The collection of fixed outdoor ornaments consists of a bronze sculpture, *The Seine*, by Aristide Maillol, a marble fountain by Charles Adams Platt at the center of the Fountain Terrace garden, and a bronze and granite sundial near the Belvedere. In addition, the gardens contain several portable antique benches, in season.

The Rockefellers added to the art collection begun by the Billings. Significant acquisitions include two mountain landscapes, *Scenery in the Grand Tetons* and *The Matterhorn* by Albert Bierstadt; and a view of Lake George by David Johnson. These paintings reflect the spirit of the Billings' original acquisitions. The Rockefellers also collected local scenes and landscape views by contemporary Vermont artists.

#### **c. Carriage Collection and Recreational Equipment**

The collection includes eighteen horse-drawn pleasure vehicles and associated harness and tack used by the Billings Family for transportation and recreational driving along the carriage roads on the property. Toys and sporting equipment are also well represented, including items used by both the Billings and Rockefeller families, for golf, tennis, hunting, skiing, bowling, and billiards.

#### **d. Personal Effects**

Included in this category are 474 entries comprising garments for adults and children; jewelry; party costumes; clothing accessories such as shoes, hats, canes, gloves, collars, lace and trim; luggage; and small items of personal use, such as toilet equipment and writing implements.

#### **e. The Library**

Over 3,000 books and pamphlets collected by three generations of the Billings family over 150 years comprise this collection. The expensively bound leather

volumes decorate the shelves of the Mansion Library. The books and pamphlets reflect the interests of the family, such as Frederick Billings' interest in the exploration and settlement of the West, and Mary and Elizabeth Billings' interests in natural history. Family publications are also represented. They include a 1926 edition of the *Narrative of the Captivity of Mrs. Johnson* by Mary Billings French, Frederick Billings' 1859 *Letters from Mexico*, and studies on native wildflowers and grasses by Elizabeth Billings. A related collection of French Family books were added to the collection about 1945.

#### **f. Historic Fabric**

Architectural fragments removed from the Mansion as part of an investigative study of the building for a Historic Structure Report are in the collection.

Architectural fragments removed during the rehabilitation of the Carriage Barn in 1997 need to be assessed to determine their suitability for inclusion in the collection, as do fragments collected during the Mansion fire sprinkler installation of 2001-2003.

When original fabric is removed from a historic structure during a preservation or repair project, a representative portion of the fabric will be preserved and accessioned into the museum collection, along with any associated documentation. See the park Curator's guidance on this subject, "Saving Large Structural or Functional Elements on Site", March 2005 in Appendix D, and consult the briefing paper, "Architectural Fragment Collections", by Giles Parker, October 2002, Northeast Museum Services Center in Appendix C.

#### **4. Archival and Manuscript Collection**

The Woodstock Foundation, Inc. owns the Billings Family Archives, which will remain with that institution. The Foundation also owns the Billings Property Archives, which is an estate-wide collection that includes bills and receipts that document the construction and maintenance of the Mansion. Access to the Billings Family Archives for park personnel would be enhanced if the collection was microfilmed. If the Billings Family Archives are microfilmed, copyright restrictions that apply to the original materials must be followed for the microfilmed copies.

Pre-NPS records in the park's possession include the Mansion Cataloging Project Files, 1975-1997 and the Woodstock Resort Corporation's Estate Maintenance Files, 1954 -1998. These archives should be accessioned into the collection and cataloged.

National Park Service records in the park's files that document the creation of the park and its operation, as well as park resource management records, including reports, such as historic structure reports and cultural landscape reports, also need to be accessioned into the collection and cataloged.

The Curator's pre-NPS slide collection of the Mansion furnishings should also be accessioned into the collection and cataloged.

Policy and procedures for archival collections and records management are outlined in *NPS Management Policies* (2001), *Director's Order #19: Records Management* (2001), the *Museum Handbook*, Part II, Appendix D: Archives and Manuscript Collections, and the *NPS Records Management Schedule* (1986) and *NPS Records Management Handbook*.

## **B. Natural History Collection**

At present natural history material is scarce in the collection, and consists mostly of historic amateur parlor collections, as noted. Materials collected during natural resource monitoring programs at the park currently are maintained at Acadia National Park, along with materials collected from other national parks in the area, as part of the Northeast Temperate Forest Network Inventorying and Monitoring Program. However, tree core samples, which are analyzed frequently, would be a useful addition to the collection which would benefit the park natural resource management program.

In the future the Billings-Kittredge Herbarium Collection may be added to the park's collection. The collection is currently housed and maintained in common with the Billings Family Archives by the Billings Farm & Museum. The collection consists of 1200 unbound sheets of botanical specimens, color photographs, handwritten notes and color drawings. The collection was compiled about 1917 – 1925 by Elizabeth Billings and Elsie Kittredge. It consists of specimens gathered on the Billings Estate and in the Woodstock area and is considered one of the outstanding local herbariums in New England.

## **III. MUSEUM COLLECTIONS SUBJECT TO THE NATIVE AMERICAN GRAVES PROTECTION AND REPATRIATION ACT OF 1990**

The Native American Graves Protection and Repatriation Act of 1990 (NAGPRA), 25 USC 3001-13, requires, in addition to other actions, a written summary of unassociated funerary objects, sacred objects, and objects of cultural patrimony. The park has no unassociated funerary objects, sacred objects, and objects of cultural patrimony in its museum collection.

NAGPRA requires a written, item-by-item inventory of human remains and associated funerary objects to be completed no later than November 16, 1995. The park has no human remains and associated funerary objects subject to NAGPRA in its museum collection.

## **IV. ACQUISITION**

The park acquires objects for its museum collections by gift, purchase, exchange, transfer, field collection, and loan. Museum objects must be acquired, accessioned, and cataloged in

accordance with *Museum Handbook*, Part II, Museum Records. Acquisition of museum objects is governed by the park's ability to manage, preserve, and provide access to them according to NPS *Management Policies* (2001), Chapter 5; the standards for managing museum objects in Director's Order #28: Cultural Resource Management (1998), *Cultural Resource Management Guideline* (1997), and Director's Order #24: NPS Museum Collections Management; the NPS *Museum Handbook*, Part I, Museum Collections and Part III, Access and Use.

In accordance with NPS policy, the park will prohibit the acquisition of gifts with restrictions or limiting conditions. Such restrictions include copyrights; the park will acquire copyrights to all incoming accessions. Incoming loans will be acquired only for a particular purpose such as research or exhibition, and for a specified period of time. Museum objects are acquired, accessioned, and cataloged in accordance with the NPS *Museum Handbook*, Part II, Museum Records.

The park will not be a partner to, or encourage in any way, the trafficking in illicitly collected materials. All acquisitions must be collected, exported, imported, transported, or otherwise obtained and possessed in full compliance with the laws and regulations of the country of origin, the United States federal government (including NAGPRA), and the individual states of the United States.

The acquisition of firearms included on the Bureau of Alcohol, Tobacco, and Firearms (ATF) list of prohibited/restricted weapons requires concurrent review by the regional/SO curator and the regional/SO law enforcement specialist.

The park superintendent, by delegation, represents the Director of the National Park Service and the Secretary of the Interior in accepting title to and responsibility for museum objects. The superintendent will ensure that all collections acquired are in keeping with this Scope of Collection Statement before accepting the items as part of the permanent collection. The superintendent bears the ultimate responsibility for the acquisition and proper care and management of the museum collection. The superintendent has delegated the day-to-day care of the collection to the museum curator.

All acquisitions must receive formal approval from the superintendent before they can be accepted into the museum collection. Upon receipt, all newly acquired objects and related documentation must be turned over to the museum curator. The museum curator prepares, for the superintendent's signature, all instruments of conveyance, and letters of thanks, acceptance, or rejection, and transmits them as appropriate, to the donor, lender, vendor, or other source of acquisition.

#### New Acquisitions

New acquisitions to the collection could include the specific titles of videos, compact disks and tapes that the Rockefellers used in the Mansion but retained as personal property when the Mansion was transferred to the National Park Service.

In the past the park has accepted as new acquisitions to the collection items that Billings and Rockefeller family members had kept as mementoes from the Billings estate. This policy must be continued in the future. New acquisitions from Billings and Rockefeller family members must be limited to those materials that are clearly associated with the Billings Mansion and Estate and support the themes established in the park's enabling legislation, mission and interpretive themes.

## V. USES OF COLLECTIONS

The park's museum collection may be used for exhibits, interpretive programs, research, publications, or other interpretive media. The primary considerations for the use of museum objects are the preservation of each object in question and of the collection as a whole, and accurate interpretation.

In accordance with NPS *Management Policies* (2001), Chapters 5 and 7, the park will not exhibit Native American human remains or photographs of those remains. Drawings, renderings, or casts of such remains will not be displayed without the consent of culturally affiliated Indian tribes and Native Hawaiian organizations. The park will consult with culturally affiliated or traditionally associated peoples to determine the religious status of any object whose sacred nature is suspected but not confirmed. These consultations will occur before such an object is exhibited or any action is taken that may have an adverse effect on its religious qualities.

Researchers and other specialists may examine objects and archival materials under the conditions and procedures outlined in Director's Order #24: NPS Museum Collections Management, Director's Order #28: Cultural Resource Management (1998), Cultural Resource Management Guideline (1997), and in the park's written "Museum Collections Access Procedures." Outside researchers must submit a research proposal to the superintendent for review by the park's Research Coordinator and other staff as appropriate.

Any interpretive use defined as consumptive must be authorized in advance, as outlined in Director's Order #24: NPS Museum Collections Management, Director's Order #28: Cultural Resource Management (1998), *Cultural Resource Management Guideline* (1997), and Director's Order #6: Interpretation and Education (Draft, 2002). The use of reproductions is preferred to the consumptive use of original objects.

Destructive analysis is a legitimate use of museum collections for approved research purposes when the impact is minor or when the object is common, in which case approval by the superintendent is required. If an object is rare or significant, a request for destructive analysis should be reviewed by the regional/SO curator and may be approved only by the regional director, as outlined in Director's Order #24: NPS Museum Collections Management, Director's Order #28: Cultural Resource Management (1998) and *Cultural Resource Management Guideline* (1997).

Objects may be loaned out to qualified institutions for approved purposes in accordance with NPS *Museum Handbook*, Part II, Chapter 5: Outgoing Loans. Institutions must meet accepted

museum standards for security, handling, and exhibition of NPS museum objects. Sensitive materials may require additional conditions prior to a loan commitment. Expenses related to loans of museum objects, including shipping and insurance, will normally be assumed by the borrower. All exhibits containing museum objects must have proper security, appropriate environmental controls, and proper mounts to ensure the long-term preservation and protection of the objects.

## VI. RESTRICTIONS

Restrictions in addition to those applying to the use of the museum collection outlined in Section IV of this statement are as follows:

In accordance with NPS *Management Policies* (2001) 7.5.5. "Consultation" and 5.3.5.5 "Museum Collections," and DO #24: NPS Museum Collections Management, curatorial staff should consult with traditionally associated peoples and other cultural and community groups for whom the collection has significance. Archeological objects in the museum collection shall be made available to persons for use in religious rituals or spiritual activities in accordance with 36 CFR 79, Section 79.10(c), "Curation of Federally-owned and Administered Archeological Collections." Requests to borrow non-archeological material for religious ritual or spiritual activities will be addressed on a case-by-case basis.

The park will not approve research on human remains and associated funerary objects without the consent of the affected group(s).

In accordance with the National Historic Preservation Act of 1966, as amended (16 USC 470 et seq.), the Archaeological Resources Protection Act of 1979, as amended (16 USC 470aa-mm), the National Parks Omnibus Management Act of 1998 (16 USC 5937), and NPS *Management Policies* (2001) 4.1.2. "Natural Resource Information" and 5.2.3 "Confidentiality," the park may withhold from the public sensitive information concerning: rare, threatened, or endangered species; commercially valuable resources; minerals; paleontological resources; archeological and other cultural resources; objects of cultural patrimony and sensitive ethnographic information; information provided by individuals who wish the information to remain confidential; the identities of individuals who wish to remain anonymous. Inquiries of this nature will be referred to the regional Freedom of Information Act (FOIA) and Privacy Act Officer for consultation and possible review.

Restrictions may be placed on the publication of images or manuscripts in the museum collection if these materials are subject to copyright, and the National Park Service does not hold the copyright.

All endangered, threatened, or rare plants and vertebrate and invertebrate animals will be collected only when accidentally killed or when dead from natural causes. The collection of threatened, endangered, or rare plant and animal species will comply with NPS *Management Policies* (2001), be in accordance with the provisions of the Endangered Species Act of 1973, as amended, and will be strictly limited according to the applicable rules of the U.S. Fish and Wildlife Service.

Final disposition of type specimens will be determined at the Servicewide level and will adhere to recognized conventions established for specific disciplines.

The park will not knowingly be a partner to or encourage in any way the trafficking in illicitly collected materials.

## **VII. MANAGEMENT ACTIONS**

This Scope of Collection Statement must be reviewed every five years, and be revised when necessary, to remain supportive of and consistent with any changes in the park's mission. The regional curator should review any revisions to the Scope of Collection Statement. Any revision to this document requires the approval of the superintendent.

The park has an approved Collection Management Plan. The plan was approved in 2005.

### Deaccessioning of Material from the Collection

Deteriorated materials and multiple examples of materials, such as architectural items, should be considered for deaccessioning. See Attachment 1 to the Scope of Collection Statement for deaccessioning criteria that will help guide the deaccessioning process.

## Appendix C



# Northeast Museum Services Center

## Briefing Paper

### Architectural Fragment Collections

#### Issue

According to NPS-28: Cultural Resource Management Guideline, Chapter 8, B2c (p. 120): "...all field notes, primary documents, original maps, drawings, photographs, material samples [of architectural elements], and oral histories generated during the resource management are organized and preserved as archival material or museum objects in consultation with the park or support office curator." Most parks in the Northeast Region maintain historic architectural elements removed from historic structures. While most of the architectural materials and associated documentation are maintained as museum collections, others are found outside of the museum collection awaiting reuse or policy decisions. Park-defined procedures are required to properly maintain and protect these collection items.

#### Action

1. Include information in the park's Scope of Collection Statement about the significance of historic structures within the park. Provide examples of items to be selected for the museum collection and clearly distinguish between those materials that will be retained for reuse. Address the need for documentation of fragments to be an integral component of the collection material.
2. During work on historic structures, convey the collecting criteria stated in the scope of collection to contractors and others who conduct the work to ensure the smooth transition of architectural fragments into the museum collections. Indicate that all documentation must accompany historic building materials when they are conveyed to the curator.
3. In conjunction with the historical architect, curator, craftsmen and park maintenance staff, assess new and existing architectural fragments to determine priority items and representative samples that need to be maintained in the museum collection. Questions to consider during the analysis:
  - Is the fragment a character-defining feature?
  - Is the fragment unique? Or, is the fragment an additional sample of a typical architectural feature?
  - Is the fragment documented? If not, is there sufficient information extant to document the material?
  - What is the condition? Can it reasonably be preserved or is the condition too deteriorated?
  - Is documentation of the object sufficient if retention is not recommended or feasible?
4. If material can be conclusive determined to fall outside the scope of collections or park collecting criteria, document the items and then deaccession or dispose of the material.
5. If the material fits within the scope of collections or park collecting criteria, accession, catalog and store the fragment and associated documentation based upon NPS policy.

#### References

- Maounis, John and Banks, Elizabeth. "Curatorial Concerns with Architectural Collections." *Cultural Resource Management*, 1993, Volume 16, Number 8. <http://crm.cr.nps.gov/archive/16-8/16-8-7.pdf>
- Bevitt, Emogene, ed. "Architectural Artifact and Study Collections – An Update." *Cultural Resource Management*, 1994, Volume 17, Number 9. <http://crm.cr.nps.gov/archive/17-9/17-9-4.pdf>
- NPS Museum Handbook, Part I, "Museum Collections." (Revised 9/90).
- NPS-28: *Cultural Resource Management Guidelines*. "Chapter 8, "Management of Historic and Prehistoric Structures." (Effective Date: 5/11/1998). [http://www.cr.nps.gov/history/online\\_books/nps28/28chap8.htm](http://www.cr.nps.gov/history/online_books/nps28/28chap8.htm)

## Appendix D

## SAVING LARGE STRUCTURAL or FUNCTIONAL ELEMENTS on SITE

### Questions to Pose When Approaching a Decision

There are many protocols for museum artifact declaration, assessment of significance, and assessment of effect. These questions are intended as an informal supplement to those protocols.

These questions tend to recur whenever a functional item or element is slated for significant alteration, replacement, or removal. Some examples would be HVAC equipment (furnace, air conditioner), appliances (toilet, refrigerator), or visible parts of the site infrastructure (hydrant, storm drain cover).

First, is the item already declared an artifact?

Is the item or element under consideration:

- Unusual in manufacture?
- Unusual in site usage?
- A rare survival?
- Inherently unstable or decaying?
- Irreversibly dirty, stained, or toxic?
- Actually or potentially hazardous?
- Too large/bulky/heavy to feasibly store under shelter for the long term?
- Accessible to effective documentation: photos, measurements?
- Will its removal irreversibly and visibly alter a significant public space?
- If removed to storage, could it have the potential to contribute to the historic re-creation of the space in the future?
- Will it be replaced by an item or element of comparable size, placement, and function?

Consideration of all these matters should be collegial, and several staff members best-informed about the item in question should participate, so that a consensus can be reached.

Appendix E

## Archives Outline by Type

This outline is derived from *NPS-28 Cultural Resource Management Guideline*, Release No.5, 1997, Chapter 9, "Museum Collections." See NPS-28 for further guidance to determine the status of records.

### **I. MUSEUM ARCHIVAL AND MANUSCRIPT COLLECTIONS (NON-OFFICIAL RECORDS)**

"All types of documentary records that contribute substantially to understanding, interpretation, and management of other park resources (cultural and natural) as well as being important resources in their own right". Managed as part of the museum collection, they are divided into five non-mutually exclusive types:

#### **Pre-NPS and Non-NPS records**

A. Personal Papers: "Records that have been created or accumulated by an individual or a family. Personal papers that are associated with the history of a park (e.g., with a park's founders, formative staff, or eminent associated individuals) may be acquired for the museum collection."

B. Organizational Archives: "Organic collections created by an organization as a routine part of doing business, such as correspondence and fiscal and personnel records. A park may acquire organizational records that are related to or associated with its mission or history before its establishment (e.g., the Edison Archives at Edison National Historic Site).

C. Assembled Collections: "Artificial collections of documents such as manuscripts that have been accumulated by a collector, usually from a variety of sources. Documents in these collections usually are on a single topic, in a single format, or related to a single individual."

### **NPS records**

D. Resource Management Records: "Include documentation made or acquired by a park to record information on cultural and natural resources. Resource management records are the documentary products of archeological surveys and excavations, natural resource surveys, historic structure and cultural landscape research, scientific projects, and various natural and cultural resource maintenance projects. These records document park resources and serve as information bases for their continuing management."

E. Sub-Official Records: "Those files of copies or duplicate documents (e.g., carbon copies of internal policies and procedures, desk files, reports, or subject files of individuals or offices) that are useful for reference, administrative histories, interpretation, research, and other informational purposes... Most park museum archival and manuscript collections (with a few exceptions) are not official records as defined by the National Archives and Records Administration (44 USC 3301), since they are made or acquired for reference or exhibition."

- II. **LIBRARY**: "If an item is an external (non-Interior Department) publication, such as a book or journal published by a university press, that is not rare or from the park's historic period, it belongs in the library collection. If the item is original or unpublished (i.e., visual or audiovisual material, document, manuscript, report, or other archival document type), or if it is rare or from the park's historic period, it belongs in the museum archival and manuscript collections. Sub-official records (i.e., files of duplicates or copies including documents and reports) are not part of park library collections as they are not true external publications, but rather are unpublished documents. They should be included in the museum collection." (See NPS-28 and Museum Handbook for further guidance).

Appendix F

Survey of Marsh-Billings-Rockefeller National Historical Park Records  
July 2005

**Carriage Barn - park offices**

**CENTRAL FILES**

stored in hayloft administration office area

2 lateral file cabinets with 3 drawers each - approximately 3 linear feet of records per drawer. Well organized in folders by NPS file codes (NSP-19). No drawer labels.

NOTE: Many NPS offices label file folders with the NPS file code, the subject, the date span of the files, and the retention period. Example: D18 General Management Plan 1998-1999 permanent

1<sup>st</sup> drawer: contains files coded A14 – A4415 2 linear feet of files  
includes "A4415 Cooperative Agreements - Appalachian National Scenic Trail"

- many folders with agreement records for work with park partners including:
- Atlantic Center for the Environment
- Pennsylvania State University 1999
- Shelburne Farms
- Boston Harbor Islands
- University of Vermont
- The Woodstock Foundation, Inc. 1999-2004

2<sup>nd</sup> drawer: contains A44 – A7233 3 linear feet of files  
continuation of Cooperative Agreement records  
includes "A7227" files management  
- in the back of the drawer are two accordion folders with Park opening ceremony invitations and programs, June 1998. One folder is labeled "Archival Materials Do Not Destroy". These are permanent park records documenting an important event and are part of the MABI resource management records for the park.

3<sup>rd</sup> dr: contains A7235 – C 6217, park clipping files, annual reports, park publications  
3 linear feet  
includes park annual reports  
- guest book from the 1998 park opening  
- CSI reports  
- folders of "Miscellaneous" with reprints of articles and clippings by year

2<sup>nd</sup> lateral file cabinet with 3 drawers 3 linear feet per drawer

1<sup>st</sup> dr.: contains files D18-K14  
includes D18 - contains correspondence of the Conservation Studies Institute 2002  
- "D 18 MABI Environmental Impact Statement"  
- "D22 Rehabilitate Carriage Barn 1997"  
- "F54" including multiple folders of financial records

NOTE: folder for 2000-2003 is overly full – could make one folder per year for ease of access and less damage to documents.

- "H42" contains historic preservation projects records including archeology project report for the Carriage Barn 1997, a CLR for the Carriage Barn & Setting 1997, and a report on Carriage Barn – Design Analysis 1997.

NOTE: folder is overly full – could make a folder for each report and label the folders accordingly.

- "K14" routine park information requests

NOTE: The required retention period for basic park information requests is only 3 months. The guidance in NPS-19 Records Management Schedule is to file letters by the appropriate subject code when a response is more involved, such as compiling information for a research request.

2<sup>nd</sup> dr.: contains K14-P94 [some empty folders]

- "K14 2003-2004" same suggestion as above

- "L1425" lands records for the park

- "L1429" Transmittal of Deed Assembly from NPS Lands Office, NE Region Realty Division 2004

- N files natural resource management records  
not many records stored here

3<sup>rd</sup> dr.: contains S14-Y42 and Reading Files

- "S7421" property records

- "Y14" Assessment of Overall Wildland Fire Hazard for the Bungalow Area 2004

- "John Gilbert's Reading Files 97-98" [MABI Facility Manager's Reading File]

- MABI Reading Files by year 1993 – 2005

NOTE: Reading files are valuable for research about the park, including Administrative Histories. Reading files contain all the file codes and so are not subject to NPS-19 Records Schedule, remain at the park, and are not sent to the National Archives.

#### SUPERINTENDENT'S FILES

File coded records are sent to the Central Files. Some documents are stored electronically and regular back-ups are made. Current project records will be turned over to park files upon completion of projects.

#### ADMINISTRATION DIVISION FILES

Administrative Officer manages financial, personnel, travel, credit card, etc. records and systems for current park management. Permanent non-current files are moved to Central Files and some of the temporary records are boxed, labeled, and stored.

Park staff are keeping records well organized using the 1985 edition of the NPS file codes. However, Appendix B of NPS-19 is also needed which provides the required retention period for each file code. A copy of NPS-19 Records Management Schedule (2003) was provided during the CMP site visit to assist park staff with this work. The file codes have not changed, but the codes, added descriptions, and retention periods are now all on one page.

The park personnel files are kept in a locked file cabinet as required for these privacy-restricted records. The records were not reviewed. In addition, the file cabinet is fire-resistant.

#### FACILITY MANAGER'S FILES

Stored in his office, on a hanging rack in the hallway, and in the 2 map cases in the park library.

3 drawer lateral filing cabinet, no drawer labels 3 linear feet of files  
top dr.: resource management records, non-current project records  
arranged in alphabetical order by building name and then chronological order for each building.

includes "Collection storage value analysis"

- "Wicker furniture"
- "Carriage barn air quality"
- "Horse shed roof 03-002 Fringell"
- "Mansion 1996 - masonry assessment" [pre-NPS record]
- "Mansion sprinkler project"

2<sup>nd</sup> dr.: resource management records, non-current project records  
reference materials on grounds, security, health & safety program.  
2 linear feet of files

includes: "Water systems, 1992"

- "Water test" [no date]
- "Enhance fire security 98-01"
- "Trees"
- "Crosswalk plans"

2 drawer lateral file cabinet, no drawer labels

1<sup>st</sup> dr.: half of top drawer contains buildings and grounds equipment records  
approx. 1 linear foot

includes: "Carriage Barn paint formula"  
- "Pumps operation and maintenance"

Hanging rack of plans with 12 hanging clamps, all containing oversize documents

Includes plans for:

- Rockefeller residence, Woodstock, VT [the Woodstock Resort Corp.]  
buildings, grounds, security lighting, 1984. 2 sheets.
- NPS Marsh-Billings-Rockefeller National Historical Park  
40 scale topographical plan, mansion & grounds, 2002. 7 sheets (2 copies)
- NPS Marsh-Billings National Historical Park  
recreational path, 1996. 33 sheets

[see park library section for additional plans from the Woodstock Resort Corporation transferred to park]

## CURATORIAL DIVISION FILES

### Curator's office

2 drawer fire-resistant lateral file cabinet, no drawer labels

1<sup>st</sup> dr.: contains museum management records 2 linear feet

includes NPS museum accession book

- NPS museum catalog card books
- NPS museum accession folders
- 1997 Sotheby's appraisal of Mary French Rockefeller Estate
- Non-current entrance logs for buildings, 2000-

2<sup>nd</sup> dr.: contains electronic media, some permanent museum management records, some are temporary administrative records. Full drawer, media are stacked

- approx. 16 CDs of electronic copies
  - historic & current images of MABI, Historic Structures Reports, Carriage Roads engineering survey, condition survey of clocks report, biological inventories, curatorial back-up files.
- approx. 16 Zip disks of back-up files
- approx. 30 floppy disks (PC format) of electronic copies
  - Curator's time & attendance records, CMRs 1999-2004, ACP 1998, exhibit text & graphics 1999, CLR for Forest (4 disks ?)
- approx. 50 floppy disks (Macintosh format) of pre-NPS records
  - Curatorial records created prior to NPS management of site, including inventories, finding aids, etc. Some disks are blank. [The Woodstock Foundation, Inc. Records]
- VHS video tape of MABI opening, 06/05/98 [permanent record, but not stored on stable material]
- VHS tapes (2) of media coverage of MABI opening

2 drawer file cabinet, drawers not labeled approx. 2.5 linear feet

1<sup>st</sup> dr.: contains curatorial records on planning, administrative, and reference.

includes: "Budget and work plan, FY1999"

- "Charge card"
- "Library" [NPS]
- "Library slides & photos, electronic images" [NPS]
- "Research inquiries #2" [NPS]

2<sup>nd</sup> dr.: contains records on projects, personnel, pre-NPS management

- includes: "Civil War Study" [NPS]
- "Sprinkler Mansion: Planning" [NPS]
  - "Collection Storage Room: environment" [NPS]
  - "Marsh Papers, UVM"
  - "Rockefeller Loans & Gifts", [?-1995 The Woodstock Foundation, Inc.]

2 drawer lateral file cabinet, drawers not labeled approx. 3.5 linear feet

1<sup>st</sup> dr.: contains project records, subject files, reference material (park & NPS general)

Files organized alphabetically by subject title, rather than in series by function.

- includes: "AV Equipment"
- "Billings Family Archives" 1998-2005

- "ANCS+ Training, Apr. 2000"
  - "Greenhouse HSR"
  - "Opening June 5-6, 1998"
- 2<sup>nd</sup> dr.: contains subject files in alphabetical order, most are pre-NPS management. Includes: "Belvedere" 1993-2002 pre-NPS [The Woodstock Foundation, Inc. Records] and NPS records
- "Carriage Barn" 1990 pre-NPS records
  - "BFM Current Business" 1995-2002 pre-NPS and NPS records
  - "BFM" 1990-1997 pre-NPS records
  - "Mansion Report 1986" also includes 2003 materials, pre-NPS and NPS records
  - "Furniture" 1976- ? pre-NPS records
  - "Textiles" 1992-2005 pre-NPS and NPS records

#### Bookshelves in Curator's office

Contain NPS reports documenting park resources, approximately 1 linear foot

NOTE: one report is not NPS generated : "Masonry Assessment, Rockefeller Mansion, Woodstock, Vermont prepared for Laurance and Mary Rockefeller" by Philip C. Marshall, c. 1996.

- ring notebooks with PVC plastic covers containing reference material and photographs of historic objects, furnishings, mansion interior and exterior, and the grounds. Majority were created prior to NPS management of the site.

- Carriage Collection, LS Rockefeller Property, General Inventory and Review, 1994 MABI catalog numbers added in pencil on inventory sheets

- 5 notebook binders containing photographic negatives, log and contact sheets, and slides of objects, mansion interior & exterior, and grounds, 1990-1996

#### Work table in Curator's office

Electronic media from 1993 Conservation Stewardship Workshop, NPS planning event

- 6 audio cassette tapes, 3 from each day
- 4 120XD DAT tapes
- 2 DC 2120 Fuji film data cartridges
- 2 Word Perfect 5 inch floppy disks

NOTE: A report on the workshop was produced by the NPS

Curator working on finding sources to make transcriptions. Any documentation not previously transcribed from audio-tape or migrated to current electronic software, etc. is at risk of loss.

#### Museum Technician and Cataloger's office

4 cartons of records, cartons not labeled approximately 4 linear feet of records

NOTE: These appear to be the 4 cartons on the Mansion Attic storage list for Curatorial Boxes 6-9. Boxes are not numbered.

1<sup>st</sup> carton, with note "Media" on carton  
contains a stack of materials including:

- empty file folders & office supplies
- an NPS MABI planning report 1995
- pre-NPS reports for Rockefeller family including:
  - "Manual for Belvedere Tank & Basement Shelters...From the Office of - Theodore Muller. Westport, Conn. January 1965"
  - "Machinery Equipment Card" for Mansion at Woodstock, VT
    - equipment documentation cards for television, humidifier, tractor, etc. - Woodstock Resort Corporation
  - folder of fallout shelter plans, equipment detail drawings [diaz prints], correspondence regarding replacement of food supplies, etc. 1987-1988.
- \* [Approximately 3 inches of pre-NPS records in this section of files]
- drafts of NPS reports 1995 - ? [Approximately 6 inches of records]

2<sup>nd</sup> carton of records, carton not labeled

- contains a mix of personnel records, resource management records, conference materials, MABI project files.
- NPS reports - drafts
- folders of files on exhibits
- "NER Resource Mgmt. Workshop, Long Branch, NJ, 1997" folder
- folder of transcripts from:
  - "Celebrating Stewardship" "Interviews for CB Exhibit 1999" oral history interviews
- "Mansion Sprinkler: Packers"
- "Prayer Room/Billiard Room wall & ceiling papers 12/04-03/05"
- "SPNEA Hire 2002"
- "Clock Condition Survey" 2002

3<sup>rd</sup> carton of records, carton not labeled

1 linear foot

- contains a mix of personnel records, museum management records, administrative records, and personal records regarding volunteer (?) work for the Woodstock Historical Society.
- "Navaho Rug 4/02" museum object records
- "Acadia Trip, 1996"
- "Combined Call 1999-2000"
- "Combined Call 2001"
- "Library" [park NPS library]
- "Bas Relief Conservation"
- "IMPAC credit card"
- "Woodstock Historical Society Nominating Committee" records

4<sup>th</sup> carton of records, carton not labeled

1 linear foot

- NOTE: box contains typed list of folder titles corresponding to folders arranged in alphabetical order by subject title.
- contains mix of MABI specific museum preservation management records, park planning & research reports, budget records, Woodstock Historical Society Trustees records.
- "Bronze Coatings Study 1996" [pre-NPS]
  - "Landscape Reports: Drafts"
  - "Mansion Plaque 1991-98"

- "Park Planning 1993-1998"
- "PMIS 1998"
- "WHS Trustees 1994-97"
- "WHS Trustees 1998-2001"

## RESOURCE MANAGEMENT DIVISION FILES

Resource Managers' Office 5 linear feet of records

3 drawer lateral file cabinet, drawers not labeled

middle and bottom drawers contain current and older project files, reference materials

2<sup>nd</sup> dr.: contains cultural resource management project records, related reference data

includes: "MABI regional info"

- "Alternative Power" (c. 1999)

- "Furniture" 1999

- "Recreational trail" 1999-2001

- "HAER 2001"

- "HALS 2002"

- "MABI Forest Management" 2001-

- "Fire management plan" 2004-

3<sup>rd</sup> dr.: contains natural resource management project records, related reference data

includes: "VT Monitoring Cooperative"

- "NPS Inventory and Monitoring Program" 2002-

- "MABI Monitoring and Vital Signs" 2003

"Bird Inventory" 2003

"SCA Crews"

hanging rack in office, arm clamps with 5 holding oversize plans

includes: HAER Carriage Road Site Map, 12 sheets

- Woodshed site design, 2001

- Marsh-Billings National Historical Park Forest Stand Map, 1994.

## INTERPRETATION DIVISION FILES

Interpretation staff office

2 lateral file cabinets with 2 drawers each

approx. 4 linear feet of records

1<sup>st</sup> cabinet

1<sup>st</sup> dr.: contains fee collection records, program records, planning documents

Fee records 2002-2005, "Special Events Flyers 2000", "Annual Interp. Reports",

Visitor statistics, tour outlines

2<sup>nd</sup> dr.: contains program records and bookstore mgmt, files

"Tour Reservation records 2000", "Visitor Reports 2001", "Eastern National"

bookstore files for MABI.

2<sup>nd</sup> cabinet

contains some supplies

bookcases

contain Interpretation Division "reference use" copies of park planning & research reports, copies of reference materials for training Interpretation Division staff - 2 shelves

includes:

- 1 notebook with transcription of oral history interview with Mr. & Mrs. Rockefeller by Janet Houghton and Jane Beck, July 24, 1995.
- 1 notebook of 8 x 10 inch copy photographic prints from Billings Farm & Museum

## PARK LIBRARY

archival materials that are currently stored in park library

2 map cases with 5 drawers each, stacked. Oversize materials are not currently housed in map folders. Metal bars inside front of each drawer are in direct contact with the documents.

NOTE: Plans that are part of resource management projects (GMP plans, CLR plans, etc.) are part of the records for those projects. Plans created prior to NPS management of the site need to be stored and managed separately by provenance in labeled archival map folders.

1<sup>st</sup> map drawer, labeled: "Park maps current"

contains: laminated copy of park brochure map

- USGS Map of North Woodstock 1976
- USGS Map of North Woodstock 1966
- Property study by Conservation Fund 1990
- Color Relief map of VT & NH [ item needs more appropriate storage for a three-dimensional object]
- Aerial photograph of Woodstock [no date] [ item is too large for the map drawer]

2<sup>nd</sup> dr., labeled: "Park maps historic"

- map of part of estate of Frederick Billings, Woodstock, Windsor County, VT surveyed 1887-1888 [several copies in various scales]
- map of part of estate of Frederick Billings, Woodstock, Windsor County, VT surveyed 1899 [copy]
- maps from Cultural Landscape Report 1994 prepared by the Olmsted Center for Landscape Preservation, NPS [may be originals from project]

NOTE: duplicate photocopies are fine in the library, but only if another set is cataloged with the rest of the research files and documentation created to produce the CLR.

3<sup>rd</sup> dr., labeled: "Mylar negatives for park publications and maps"

most are in folders, including MABI and CSI documents.

- Marsh-Billings-Rockefeller National Historical Park General Management Plan, 1998 [oversize plans that are part of the GMP records]
- Marsh-Billings-Rockefeller National Historical Park Map, 1999-2001
- Landscape Conservation, 06/01 [CSI publication]
- International concepts in protected landscapes, 06/01 [CSI publication]

4<sup>th</sup> dr., labeled: "Miscellaneous"

contains: supplies

- mounted photographs, labeled on the verso, "From Woodstock Historic Archives"

- reproduction wallpaper samples

- education program materials

5<sup>th</sup> dr., labeled: "Park Maintenance Buildings"

- "Woodstock, VT Estate of Mr. & Mrs. Laurance S. Rockefeller, alterations to Mansion, 1955".

  - 3 sheets, stapled together. Photocopies stamped: "Billings Family Archives".

- Marsh-Billings-Rockefeller National Historical Park Fire Protection Renovation as built 2003. 5 sheets

- fire suppression plans for the park, 2000. 7 sheets

- electrical plan Woodstock Mansion shelter [no date]

  - [diaz prints from the Woodstock Resort Corporation, not NPS photocopies]

- plumbing plan Woodstock Mansion shelter [no date]

  - [diaz prints from the Woodstock Resort Corporation]

6<sup>th</sup> dr., labeled: "Property Maintenance Forest, Roads & Trails"

- Marsh-Billings-Rockefeller Carriage Roads, HAER, 2001

  - 10 sheets, multiple copies

- Marsh-Billings-Rockefeller Site Plan, 2000

- Laurance S. Rockefeller Route 12, 1982 [photocopy]

- 1917 map of Billings Estate.

  - with note "...donated in 2001" [not accessioned or cataloged]

- Marsh-Billings National Historical Park View Easement 1992

- Marsh-Billings National Historical Park Proposed Boundaries 1991

- text mock-ups for exterior park sign

7<sup>th</sup> dr., labeled: "Property Maintenance Gardens & Grounds"

- Alternative access planning for visitors to the Marsh-Billings National Historical Park 1993

  - bound report, prepared for Mr. & Mrs. Laurance S. Rockefeller

- Marsh-Billings-Rockefeller National Historical Park, topographical plan, Mansion & grounds, 2002. 40 scale.

  - 7 sheets [2 copies]

- Proposed screen planting of the Mansion, 1981.

  - [Diaz prints from the Woodstock Resort Corporation]

- Lawn Irrigation Plan, 1975

  - [Diaz prints from the Woodstock Resort Corporation]

- Contours on property of Mary French Rockefeller, 1956

  - [photocopy - need to document from what source ?]

8<sup>th</sup> dr., labeled: "Property Maintenance Utilities"

- The Pogue Dam alterations, 1990

  - [Diaz print from the Woodstock Resort Corporation]

- Crosswalk plan for Marsh-Billings National Historical Park, 1996

  - [3 copies]

- Rockefeller Residence, Woodstock, VT, Buildings & Grounds Security Lighting, 1984, 3 sheets
- Secondary entrance drive, the Mansion, 1978  
[diaz print from the Woodstock Resort Corporation]
- 9<sup>th</sup> dr., labeled: "Carriage Barn Structural Renovation, 1998-1999"
  - Marsh-Billings National Historical Park Mansion Complex, Carriage Barn Rehab
    - Project Drawings, 1998 97 sheets, approx. 11 x 17 inches
  - Marsh-Billings National Historical Park Mansion Complex, Carriage Barn Rehab
    - Construction Drawings, 1998 97 sheets
- 10<sup>th</sup> dr., labeled: "Carriage Barn Stewardship Exhibit"
  - Schematic design plan, 1997
  - Exhibit mock-ups

#### Records in COLLECTIONS STORAGE

On compact shelving

4 cartons of inactive MABI Resource Management Records documenting the early park planning and establishment from 1991-1997, and planning documents from 1998 to 2001.

NOTE: Although labeled as "Admin. History" materials, most are permanent records that document the beginning of park planning, legislation, and resource management.

1 carton labeled: "Admin. History Judy Hart Potential Background Materials" contains 1 linear foot of records

correspondence in these files cites:

Judy Hart  
Project Director  
Conservation Study Institute  
National Park Service  
Washington Office  
Washington, DC

- includes L, H, W coded file folders of lands, historic preservation/cultural resources management, and legislation records.

Ex.: "W3815 MABI Woodstock Legislation Bill Drafting 1/91-11/91"  
many drafts, legal correspondence, changes to legislation, and copies of documents related to Congressional Testimony.

- black notebook labeled:  
"Dir's Briefing Book  
National Parks and Public Lands  
H.R. 4030 - Marsh-Billings  
National Historical Park  
June 2, 1992  
House Hearing"

folders include:

- "FOIA" folder with copies of documents in response to request.
- "H1415 Testimony House & Senate" 1992

NOTE: Includes documents on poor-quality fax paper. Need to be copied onto better quality paper for long-term preservation of the information, while maintaining the original order of the records.

- "H1415 Legislative History"

copies of Deeds 1998, 1927, 1887, 1869, 1847.

2<sup>nd</sup> carton labeled: "Admin. History Deborah Weatherly - Potential Background Materials"

NOTE: Based on review by park staff, the label will be changed to indicate that this is Box 2 of park establishment records/Judy Hart's files. Deborah Weatherly is Chief Counsel to the House Appropriations Committee.

includes records on park establishment 1 linear foot

"MABI - Cons. Study Inst." 1995 Report by Judy Hart, WASO

"MABI - Admin. Hist." 1994-1996

"Marsh-Billings Woodstock, VT files" folder of Regional Director's correspondence with proposed park partners.

3<sup>rd</sup> carton labeled: "Admin. History Rolf Diamant Potential Background Materials"  
[MABI Superintendent Records]

includes 6 PVC plastic-covered notebooks titled:

- "Draft MABI GMP" includes May 26, 1995 draft, February 8, 1996 draft, June 10, 1996 draft, with extensive notations
- "Marsh-billings GMP Drafts" includes November 18, 1996 draft with December 16, 1996 revisions, February 5, 1997 draft (incomplete)
- "WF/NPS GMP Discussions" 1993-1997 includes "Marsh-Billings National Historical Park, Final Mansion and Grounds Management Report, July 1994" NPS North Atlantic Region Planning. Includes printed e-mail records.
- "Marsh-Billings-Rockefeller NHP Stewardship Initiative" 1997-1999 records of meetings, notes, e-mail printouts. CSI records and MABI records.
- "Stewardship Initiative Book 2" 1998-2000 email printouts, meeting notes
- "Stewardship Initiative" 1997-2000 draft Feasibility Reports, email printouts.

4<sup>th</sup> carton labeled: "Admin. History BJ Dunn Potential Background Materials"  
[MABI Deputy Superintendent Records] 0.75 linear feet of records

- includes a 2003 note from BJ Dunn that "some [files] came from Marjorie Smith" - cited on 1994 correspondence as:

Marjorie Smith, Project Manager  
Planning Team  
North Atlantic Region  
National Park Service

- copies of park reports and conference proceedings 1993-1994 to 2001
- "Vermont Folklife Project Interviews Marjorie Smith's File 1994"  
includes Release Forms, 1994, and summary report based on the oral history interviews by Vermont Folklife Center.

2 cartons labeled: "Historic Resource Study Files (Nora)"

1<sup>st</sup> carton includes records from 1995-2000 1 linear foot of records

- "Readings"

- "MABI CLI proposals"
  - "CLR"
  - includes planning for HRS 1997
- 2<sup>nd</sup> carton includes correspondence on project planning 0.5 linear feet of records
- HRS drafts of chapters in folders

*Conservation Studies Institute records, Northeast Region, NPS*

Records are in CSI offices in Carriage Barn hayloft, in 12 cartons next to park Central Files cabinet, in 19 cartons in Mansion attic, and in park Central Files by subject.

NOTE: Not currently sending final reports to the Technical Information Center (TIC) at the Denver Service Center for microfilming, scanning, and listing in the servicewide database.

**Mansion** – storage

Attic storage area above third floor.

Built-in shelving along outside wall

Boxes on shelves contains in-active records from several divisions.

NOTE: The curator has prepared typed box lists for the Administration, Interpretation, Curatorial, and CSI boxes stored in the attic. Includes details content lists for some boxes.

\* Some of the Administration Division boxes of records are organized, stored, and labeled by function. For records designated as "Temporary records" according to NPS-19, the date that their required retention period expires is noted on the box.

Administration Division Records - "MEA Arego: Files in Storage in the Mansion" 11 cartons of non-current records

- Boxes 1, 2 Personnel/Recruitment Records 2002, 2003 [\* privacy restricted]
- Boxes 3, 4 Manual Time Sheets 2001, 2002 [\* privacy restricted]
- Boxes 5, 6 PMIS Project Statements FY 1998-2000 and no-year
- Box 7 Combined Call Records FY 2000-2002
- Box 8 AFS 3 Training, 2001
- Box 9 Travel Vouchers FY 2000-2003 [\* privacy restricted]
- Uniform allowance
- Boxes 10, 11 Third Party Drafts FY 2002

Administration Division Records - "Susanne McDonald: Files in Storage at the Mansion" 3 cartons of non-current records

- Box 1 Payroll Records FY 2003 [\* privacy restricted]
- Boxes 2, 3 Financial Records FY 2003

Interpretation Division Records - "Tim Maguire: Files in Storage..." 3 cartons of non-current records

- Box 1 – 3 Shift Reports, Visitor Logs, and Register "Z" Tapes FY 1998-2003

Conservation Studies Institute Records- "Nora Mitchell: Files in Storage at the Mansion"

- 17 cartons on list [box 5 not on shelf]
- Box 1 Address files 1996-2001, credit card records, and travel files 2000-2001
- Box 2 Clippings and Brochures  
Audio Tapes from Conferences 1996-99  
\* [extremes of attic environment greatly accelerate deterioration]
- Box 3 Cultural Landscape Reports by the Olmsted Center 1992-98
- Box 4 MABI CLR for the Forest UVM 1998-2000
- Box 5 MABI Historic Resource Studies [from typed list, box not on shelf]
- Boxes 6-17 research and planning files for other parks [Box 8 Adams Res] and  
conservation planning projects [Box 17 CSI program accomplishments  
FY'02]

2 boxes on end wall of shelving - "Yosemite" "Barbara Slaiiby"

Curatorial Division Records - "Janet Houghton: Files in Storage at the Mansion"

NOTE: The 4 cartons with MABI curatorial records "1998- " on the list appear to be the 4 cartons of records in the Museum Technician's office in the Carriage Barn. These cartons are noted as Box 6-9 on the typed list, but not numbered on the cartons. Not found in attic.

Mansion Attic closet - Room 403

5 boxes stacked on the floor

part of The Woodstock Foundation, Inc. records

4 linear feet

"Mansion Curator, 1975-1997" records according to the typed list. Three of the cartons are labeled "Mansion Cataloging Project", which is another name for these pre-NPS records.

carton labeled: "Mansion Cataloging Project Dead Files A-L"

[corresponds to "Box 1 Dead Files A-G" on typed list ?]

includes: "Correspondence, Archives and Genealogy"

"Archival Guide Drafts"

"Dining Room Carpet"

"Discoveries Exhibit, October 1989"

"Farm Attic Inventory"

carton labeled: "Mansion Cataloging Project Dead Files M-Z"

[corresponds to "Box 2 Dead Files H-Z" on typed list ?]

includes: "Interviews and Oral History"

"Lady Bird Visit 8-11/96"

"Mansion Photo Project"

"NPS Proposal 1991-1992"

carton with no label: contains notebooks and bound appraisals for furnishings

in Mansion, Belv., Bung. by Sotheby's, related to LSR Deed of Gift to NPS.

BF Archives to BFM completed 1994

Real estate appraisal

[corresponds to "Box 3 Dead Files Appraisals" on typed list ?]

carton with no label: contains approx. 1 inch of files, 11 x 14 inches in legal folders  
[corresponds to "Box 5 Dead Files Oversize" on typed list ?]  
includes: hygrothermograph charts 1987  
date from 8/21/87 to 12/14/87 for the Carriage Barn, some on upper level,  
some for lower level.  
"Rockefeller articles, Valley News, 1983"  
"Muller Drawings: Cataloging 1991-92"  
carton labeled: "Mansion Cataloging Project Dead Files Oversize and Appraisals"  
contains: Woodstock Historical Society records on buildings & projects in town  
of Woodstock, VT  
[corresponds to "Box 4 Dead Files Woodstock Historical Society" on typed list ?]  
  
smaller carton of Mansion Curator files approx. 0.75 linear feet of records  
also includes records and manuals on appliances, including a 1959 letter to  
Theodor Muller from Vermont Marble Company concerning stain removal Re:  
Rockefeller Residence, Woodstock, VT.

1 carton of blank form catalog cards

Historic publications with site and family associations

15 cartons of Billings Family published writings - duplicate copies

includes:

"Indian Captive 40 copies in wrappers, 4 loose copies"  
"Letters from Mexico 45 copies in wrappers"  
"duplicate newspapers"  
"duplicate pamphlets" [2 cartons]

## Appendix G

## Marsh-Billings-Rockefeller National Historical Park Cultural Resources Bibliography (CRBIB)

### (00) General Management Plans (Master Plans)

U.S. Department of the Interior, National Park Service, Boston Support Office. *Marsh-Billings National Historical Park, Woodstock, Vermont, Draft General Management Plan, Draft Environmental Impact Statement*. DRAFT. Woodstock, VT: U.S. Department of the Interior, National Park Service, Apr. 1998. 90 pages. Contains: (00) Tables/(12) Bibliographies/(13) Photographs/(14) Maps. CRBIB Number: 403003, 404750. Holdings: NMSC/CRC/BOPL/MABI. **MABI.006 c.1-3**

### (05) Environmental Assessments

U.S. Department of the Interior, National Park Service, Boston Support Office. *Marsh-Billings National Historical Park, Woodstock, Vermont, Draft General Management Plan, Draft Environmental Impact Statement*. DRAFT. Woodstock, VT: U.S. Department of the Interior, National Park Service, Apr. 1998. 90 pages. Contains: (00) Tables/(12) Bibliographies/(13) Photographs/(14) Maps. CRBIB Number: 403003, 404750. Holdings: NMSC/CRC/BOPL/MABI. **MABI.006 c.1-3**

U.S. Department of the Interior, National Park Service, Boston Support Office. *Marsh-Billings National Historical Park, Woodstock, Vermont, Final Environmental Impact Statement*. Woodstock, VT: U.S. Department of the Interior, National Park Service, 1998? 39 pages. Contains: (00) Tables/(13) Photographs. CRBIB Number: 403154. Holdings: OCLP.

U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park. *Woodbarn and mill environmental assessment*. DRAFT. Woodstock, VT: U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park, Mar. 2005. 53 pages. Contains: (12) Bibliographies/(13) Photographs. CRBIB Number: 406176. Holdings: MABI.

U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park and U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park. *Draft forest management plan and environmental assessment, Marsh-Billings-Rockefeller National Historical Park*. DRAFT. U.S. Department of the Interior, National Park Service, May 2005. 178 pages. Contains: (00) Tables. CRBIB Number: 406172. Holdings: MABI.

U.S. Department of the Interior, National Park Service, Northeast Region. *Final Environmental Impact Statement, Marsh Billings Rockefeller National Historical Park*. United States Department of the Interior, National Park Service, 1999? 39 pages. CRBIB Number: 404835. Holdings: BOPL/NMSC. [Intended be used in conjunction with CRBIB #404750.] **MABI.012**

### (10) Other Planning and Management

- A National Park and a Vision of Conservation Stewardship, Marsh-Billings-Rockefeller National Historical Park, 1999 Annual Report.* Woodstock, VT: U.S. Department of the Interior, National Park Service, 16 pages. Contains: (13) Photographs. CRBIB Number: 403001. Holdings: NMSC. **MABI.004**
- Stand descriptions and treatment recommendations, a companion document for the forest management plan (Draft) Marsh-Billings-Rockefeller National Historical Park.* DRAFT. Nov. 2004. c. 200 pages. Contains: (00) Tables. CRBIB Number: 406173. Holdings: MABI.
- Beck, Jane C. *Report for the National Park Service based on interviews conducted about the Marsh-Billings National Historical Park.* Vermont Folklife Center, July 1994. 35 pages. CRBIB Number: 406159. Holdings: MABI.
- Carlson, Ellen L. *Marsh-Billings National Historical Park: final mansion and grounds management report.* U.S. Department of the Interior, National Park Service, July 1994. 19 pages. Contains: (12) Bibliographies. CRBIB Number: 406456. Holdings: MABI.
- Keeton, William S. *Forest monitoring at the Marsh-Billings-Rockefeller National Historical Park.* DRAFT. Feb. 2004. 70 pages. Contains: (00) Tables. CRBIB Number: 406177. Holdings: MABI. [Author affiliated with University of Vermont, Rubenstein School of Environment and Natural Resources.]
- Kennedy, Roger, Jurretta Heckscher, David Donath et al. *Conservation Stewardship Workshop: Findings and Recommendations, Marsh, Billings National Historical Park, Woodstock, Vermont, November 20-21, 1993.* Boston, MA: U.S. Department of the Interior, National Park Service, 1993. 59 pages. Contains: (12) Bibliographies/(13) Photographs/(14) Maps. CRBIB Number: 401417. Holdings: NMSC/CRC/MABI. **MABI.001 c.1-3**
- Manning, Robert E. and William A. Valliere. *Marsh-Billings National Historical Park: visitor and community studies.* University of Vermont, School of Natural Resources, Nov. 1994. 157 pages. Contains: (00) Tables. CRBIB Number: 406158. Holdings: MABI.
- Nadenicek, Daniel J., Grace Wang, Christina Marts et al. *Marsh-Billings-Rockefeller National Historical Park: report of the historic forest planning charrette, November 3-5, 2000.* Penn State, Department of Landscape Architecture, Center for Studies in Landscape History, 2000. 52 pages. Contains: (13) Photographs/(14) Maps. CRBIB Number: 406154. Holdings: MABI.
- Palola, Eric, Stacy Brown, Alan Calfee, and Tom Wessels. *Smartwood certification assessment report for Marsh-Billings-Rockefeller National Historical Park, Woodstock, Vermont.* National Wildlife Foundation, May 2005. 91 pages. Contains: (00) Tables. CRBIB Number: 406179. Holdings: MABI.

- Tuxill, Jacquelyn L. *The Landscape of Conservation Stewardship, The Report of the Stewardship Initiative Feasibility Study*. Woodstock, VT: Marsh-Billings-Rockefeller National Historical Park, July 2000. 77 pages. Contains: (13) Photographs. CRBIB Number: 403002. Holdings: NMSC/CRC/MABI. **MABI.005**
- U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park. *Marsh-Billings-Rockefeller National Historical Park: a report for the years 2000 & 2001*. Woodstock, VT: U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park, 2001. 16 pages. Contains: (13) Photographs. CRBIB Number: 406162. Holdings: MABI.
- U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park. *A national park and a vision of conservation stewardship: Marsh-Billings-Rockefeller National Historical Park 1999 annual report*. Woodstock, VT: U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park, 1999. 16 pages. Contains: (13) Photographs. CRBIB Number: 406161. Holdings: MABI.
- U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park. *Wildland fire management plan, Marsh-Billings-Rockefeller National Historical Park*. DRAFT. U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park, Apr. 2005. 103 pages. Contains: (00) Tables. CRBIB Number: 406174. Holdings: MABI.
- Wiggin, John R. *Marsh-Billings National Historical Park: forest management & ecological inventory report*. Oct. 1993. c. 75 pages. Contains: (11) Inventories/(14) Maps. CRBIB Number: 406155. Holdings: MABI.

#### **(20) Historic Resource Studies**

- Madison, Mark. *Landscapes of stewardship: the history of the Marsh-Billings Site [draft historic resource study]*. DRAFT. Jan. 1998. 98 pages. Contains: (12) Bibliographies. CRBIB Number: 405305. Holdings: NMSC. **MABI.013**

#### **(23) Administrative Histories**

- Diamant, Rolf. *Reflections on environmental history with a human face: experiences from a new national park*. *Environmental History* 8. Oct. 2003. 628-642 pages. CRBIB Number: 406160. Holdings: MABI. [Reprint of article.]

#### **(24) Special History Studies**

- McGrath, Robert. *Special history study: art and the American Conservation Movement*. Boston, MA: Department of the Interior, National Park Service, Northeast Museum Services Center, 2001. 134 pages. Contains: (12) Bibliographies/(13) Photographs. CRBIB Number: 403902. Holdings: NMSC/CRC/MABI. **MABI.008 c.1-2**

### **(25) Other History Studies**

- George Perkins Marsh Papers: inventory to folder level eighteen cartons, 1812-1929, Special Collections Bailey/Howe Library, University of Vermont.* nd. 21 pages. CRBIB Number: 406170. Holdings: MABI.
- Dorman, Robert L. *A people of progress: the origins of conservation in America, 1850-1930.* 1997. 90 pages. Contains: (12) Bibliographies. CRBIB Number: 406156. Holdings: MABI. [Author associated with University of New Mexico.]
- Houghton, Janet R. *A guide to the Billings Family Archives.* The Woodstock Foundation, 1995. 62 pages. CRBIB Number: 406186. Holdings: MABI.
- Houghton, Janet R. *Local gazetter: names of buildings now and formerly located on the Billings Family property or relevant to the history of the Billings Family in Woodstock, Vermont with chronologies for Individual properties.* 1986. c. 100 pages. Contains: (13) Photographs/(14) Maps. CRBIB Number: 406189. Holdings: MABI.
- Houghton, Janet R. *Mansion grounds and gardens: a brief history.* The Woodstock Foundation, June 1997. 2 pages. CRBIB Number: 406167. Holdings: MABI.
- Houghton, Janet R. *Marsh, Billings and Rockefeller Families: genealogical trees, notes, and vitae lists, c.1790-2000.* 2001. c. 200 pages. Contains: (00) Tables/(12) Bibliographies. CRBIB Number: 406190. Holdings: MABI.
- Houghton, Janet R. *Marsh-Billings mansion: a brief history.* The Woodstock Foundation, 1995. 2 pages. CRBIB Number: 406163. Holdings: MABI.
- Houghton, Janet R. *Marsh-Billings mansion: ground floor tour.* The Woodstock Foundation, 1995. 2 pages. CRBIB Number: 406164. Holdings: MABI.
- Madison, Mark. *Marsh-Billings-Rockefeller National Historical Park, landscapes of stewardship.* U.S. Department of the Interior, Jan. 1999. 84 pages. Contains: (12) Bibliographies. CRBIB Number: 406157. Holdings: MABI. [At time of writing author was Historian, US Fish & Wildlife, National Conservation Training Center.]
- Nadenicek, Daniel J. *Frederick Billings: the intellectual and practical influences on forest planting, 1823-1890.* DRAFT. Oct. 2003. 84 pages. Contains: (12) Bibliographies. CRBIB Number: 406175. Holdings: MABI.

### **(30-35, 49) Archeological Studies**

- Pendery, Steven R. and William A. Griswold. *Archeological investigations at the carriage house project area, Marsh-Billings NHS, Woodstock, VT.* Lowell, MA: U.S. Department of the Interior, National Park Service, Northeast Cultural Resources Center, Nov. 1997. 9+ pages. CRBIB Number: 406180. Holdings: MABI.

University of Vermont, Consulting Archaeology Program. *Archaeological overview and assessment of the Marsh-Billings National Historical Park, [Draft background chapters]*. DRAFT. Feb. 2005. 26 pages. CRBIB Number: 406178. Holdings: MABI.

**(62) Historic Structures Reports (After Oct. 1980)**

Coffin, Margaret and Barbara A. Yocum. *Carriage Barn and Setting: Cultural Landscape Report & Historic Structures Report, Marsh-Billings National Historical Park, Woodstock, Vermont*. U.S. Department of the Interior, National Park Service, Northeast Field Area, Oct. 1997. 213 pages. Contains: (00) Tables/(13) Photographs/(14) Maps/(15) Measured Drawings. CRBIB Number: 401663, 403423. Holdings: NMSC/OCLP/CRC/MABI. **MABI.003**

Scott, John A. *Historic structure report, double cottage, Marsh-Billings-Rockefeller National Historic Site*. Lowell, MA: U.S. Department of the Interior, National Park Service, Northeast Region, Historic Architecture Program, Mar. 2004. 75 pages. Contains: (12) Bibliographies/(13) Photographs/(22) Preliminary Drawings. CRBIB Number: 405876. Holdings: CRC/MABI.

Scott, John A. *Historic structure report, the bungalow, Marsh-Billings-Rockefeller National Historic Site*. Lowell, MA: U.S. Department of the Interior, National Park Service, Northeast Region, Historic Architecture Program, Mar. 2004. 64 pages. Contains: (12) Bibliographies/(13) Photographs/(15) Measured Drawings. CRBIB Number: 405874. Holdings: CRC/MABI.

Scott, John A. *Historic structure report, the garage, Marsh-Billings-Rockefeller National Historic Site*. Lowell, MA: U.S. Department of the Interior, National Park Service, Northeast Region, Historic Architecture Program, Mar. 2004. 18 pages. Contains: (12) Bibliographies/(13) Photographs. CRBIB Number: 405877. Holdings: CRC/MABI.

Scott, John A. *Historic structure report, the reservoir, Marsh-Billings-Rockefeller National Historic Site*. Lowell, MA: U.S. Department of the Interior, National Park Service, Northeast Region, Historic Architecture Program, Mar. 2004. 14 pages. Contains: (12) Bibliographies/(13) Photographs. CRBIB Number: 405878. Holdings: CRC/MABI.

Scott, John A. *Incremental historic structure report, the Belvedere complex, Marsh-Billings-Rockefeller National Historic Site*. Lowell, MA: U.S. Department of the Interior, National Park Service, Northeast Region, Historic Architecture Program, Mar. 2004. 49 pages. Contains: (12) Bibliographies/(13) Photographs/(22) Preliminary Drawings. CRBIB Number: 405875. Holdings: CRC/MABI.

Yocum, Barbara A. *The greenhouse: incremental historic structure report, Marsh-Billings-Rockefeller National Historic Park, Woodstock, VT*. Lowell, MA: U.S. Department of the Interior, National Park Service, Northeast Cultural Resources Center, Building Conservation Branch, Oct. 2001. 91 pages. Contains: (00) Tables/(12) Bibliographies/(13) Photographs. CRBIB Number: 405898. Holdings: CRC/MABI.

Yocum, Barbara A. *The mansion: preliminary historic structure report, Marsh-Billings-Rockefeller National Historical Park, Woodstock, VT.* Lowell, MA: U.S. Department of the Interior, National Park Service, Northeast Cultural Resources Center, Building Conservation Branch, May 2001. 79+ pages. Contains: (00) Tables/(12) Bibliographies/(13) Photographs/(22) Preliminary Drawings. CRBIB Number: 405879. Holdings: CRC/MABI.

### (63) Cultural Landscape Reports

Auwaerter, John E. and George W. Curry. *Cultural landscape report for the mansion grounds, Marsh-Billings-Rockefeller National Historical Park. Cultural Landscape Publication 17. DRAFT.* 3 vols. Boston, MA: OCLP, 2004. 650 pages. Contains: (12) Bibliographies/(13) Photographs/(14) Maps. CRBIB Number: 406185. Holdings: MABI. [Author affiliated with State University of New York, College of Environmental Science and Forestry. Vol I: Site History; Vol II: Existing Conditions & Analysis; Vol III: Treatment.]

Coffin, Margaret and Barbara A. Yocum. *Carriage Barn and Setting: Cultural Landscape Report & Historic Structures Report, Marsh-Billings National Historical Park, Woodstock, Vermont.* U.S. Department of the Interior, National Park Service, Northeast Field Area, Oct. 1997. 213 pages. Contains: (00) Tables/(13) Photographs/(14) Maps/(15) Measured Drawings. CRBIB Number: 401663, 403423. Holdings: NMSC/OCLP/CRC/MABI. **MABI.003**

Foulds, H. E., Katharine Lacy, and Lauren G. Meier. *Land Use History for Marsh-Billings National Historical Park. Cultural Landscape Publication No. 4.* Boston, MA: U.S. Department of the Interior, National Park Service, North Atlantic Region, Cultural Landscape Program, Olmsted Center for Landscape Preservation, 1994. 122 pages. Contains: (00) Tables/(13) Photographs/(14) Maps/(15) Measured Drawings/(23) Drawings of Objects. CRBIB Number: 403057. Holdings: NMSC/OCLP/CRC/MABI. **MABI.009**

U.S. Department of the Interior, National Park Service, Historic American Buildings Survey/Historic American Engineering Record/Historic American Landscapes Survey. *Marsh-Billings-Rockefeller National Historical Park, Windsor County, Vermont, HALS No. VT-1, historic landscape.* U.S. Department of the Interior, National Park Service, 2005? c. 40 pages. Contains: (20) HABS/HAER Drawings. CRBIB Number: 406187. Holdings: MABI.

U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park. *Report on the management of the historic Mount Tom forest [Marsh-Billings-Rockefeller National Historical Park].* Woodstock, VT: U.S. Department of the Interior, National Park Service, Marsh-Billings-Rockefeller National Historical Park, Aug. 2001. 49 pages. Contains: (12) Bibliographies/(13) Photographs. CRBIB Number: 406153. Holdings: MABI.

U.S. Department of the Interior, National Park Service, Olmsted Center for Landscape Preservation. *Cultural Landscapes Inventory, Marsh-Billings National Historical Park*. Brookline, MA: U.S. Department of the Interior, National Park Service, Olmsted Center for Landscape Preservation, 2004. ca. 55 pages. Contains: (11) Inventories/(13) Photographs/(14) Maps/(15) Measured Drawings. CRBIB Number: 403149. Holdings: MABI. [OCLP has 2000 Draft.]

Wilcke, Sarah, Leslie Morrissey, Jennifer T. Morrissey, and James Morrissey. *Cultural Landscape Report for the Forest at Marsh-Billings National Historical Park, Site History and Existing Conditions*. University of Vermont, National Park Service, Conservation Study Institute, Mar. 2000. 199 pages. Contains: (00) Tables/(13) Photographs/(14) Maps/(15) Measured Drawings. CRBIB Number: 403112. Holdings: OCLP/MABI.

### (66) Other Historic Architecture Studies

Houghton, Janet R. *The Billings Mansion - A History of Its Design and Furnishings, 1869-1900, a summary report derived from the records of the collections cataloging project, 1975-1977*. 1977? 59 pages. Contains: (13) Photographs. CRBIB Number: 403424. Holdings: CRC/MABI.

Llewellyn, Mary J. *Architectural conservation assessment report for the woodshed, Marsh-Billings-Rockefeller National Historical Park, Woodstock, VT*. Dec. 2001. 28 pages. Contains: (12) Bibliographies/(13) Photographs. CRBIB Number: 405880. Holdings: CRC/MABI.

Mallory, Steven C., Sarah E. Wilcke, and Thomas D. Visser. *Interior features documentation carriage barn, Marsh-Billings National Historical Park*. Burlington, VT: University of Vermont, Historic Preservation Program, Architectural Conservation & Education Services, May 1998. c. 50 pages. Contains: (13) Photographs/(15) Measured Drawings. CRBIB Number: 406182. Holdings: MABI.

Smith, Alvarez, Sienkiewicz, Architects. *Preliminary evaluation, wood shed, Marsh-Billings-Rockefeller National Historic Site*. Nov. 1999. c. 25 pages. Contains: (13) Photographs/(15) Measured Drawings. CRBIB Number: 406184. Holdings: MABI.

U.S. Department of the Interior, National P. S. D. S. C. *Design Analysis, Carriage Barn Rehabilitation, Marsh-Billings National Historical Park, Woodstock, Vermont*. Denver, CO: Denver Service Center, Sept. 1997. 20+ pages. Contains: (00) Tables/(13) Photographs/(15) Measured Drawings. CRBIB Number: 403004. Holdings: NMSC/OCLP/CRC/MABI. **MABI.007**

U.S. Department of the Interior, National Park Service, Denver Service Center. *Rapid visual screening of buildings for potential seismic hazards, New England Cluster, Acadia National Park, Cape Cod National Seashore, Marsh-Billings National Historical Park, Saint-Gaudens National Historic Site*. U.S. Department of the Interior, National Park Service, Denver Service Center, Aug. 1998. c. 50 pages. Contains: (00) Tables/(13) Photographs. CRBIB Number: 406181. Holdings: MABI.

U.S. Department of the Interior, National Park Service, Historic American Buildings Survey/Historic American Engineering Record/Historic American Landscapes Survey. *Marsh-Billings-Rockefeller National Historical Park, Windsor County, Vermont, HAER No. VT-27, carriage roads*. U.S. Department of the Interior, National Park Service, 2002. c. 40 pages. Contains: (20) HABS/HABS Drawings. CRBIB Number: 406188. Holdings: MABI.

### **(71) Historic Furnishing Reports**

Houghton, Janet R. *The Billings Mansion - A History of Its Design and Furnishings, 1869-1900, a summary report derived from the records of the collections cataloging project, 1975-1977*. 1977? 59 pages. Contains: (13) Photographs. CRBIB Number: 403424. Holdings: CRC/MABI.

### **(74) Exhibit Plans**

U.S. Department of the Interior, National Park Service, Harpers Ferry Center. *Design control drawings: woodshed exhibits*. Sept. 2003. 19 pages. Contains: (13) Photographs/(15) Measured Drawings. CRBIB Number: 406183. Holdings: MABI.

### **(82) Collection Management Plans**

*Marsh-Billings National Historical Park, Preliminary Collection Management Plan*. Boston, MA?: Department of the Interior, National Park Service, Oct. 1994. ca.66 pages. Contains: (15) Measured Drawings/(22) Preliminary Drawings. CRBIB Number: 401418. Holdings: NMSC/CRC. **MABI.002 c.1-2**

### **(83) Other Curatorial Studies**

Houghton, Janet R. *Finish, furnishings and works of art in the main hall, ground floor: a brief description of the notable items in the hall*. The Woodstock Foundation, 1998. 5 pages. CRBIB Number: 406165. Holdings: MABI.

Houghton, Janet R. *Finish, furnishings and works of art in the main hall, second floor: a brief description of the notable items in the hall*. The Woodstock Foundation, Apr. 1998. 4 pages. CRBIB Number: 406168. Holdings: MABI.

Houghton, Janet R. *Finish, furnishings and works of art in the parlor; a brief description of the notable items in the room*. The Woodstock Foundation, May 1998. 5 pages. CRBIB Number: 406169. Holdings: MABI.

Houghton, Janet R. *Finish, furnishings and works of art in the prayer room: a brief description of the notable items in the room*. The Woodstock Foundation, Mar. 1998. 3 pages. CRBIB Number: 406166. Holdings: MABI.

McGrath, Robert. *Special history study: art and the American Conservation Movement*. Boston, MA: Department of the Interior, National Park Service, Northeast Museum Services Center, 2001. 134 pages. Contains: (12) Bibliographies/(13) Photographs. CRBIB Number: 403902. Holdings: NMSC/CRC/MABI. **MABI.008 c.1-2**

Appendix H

MABI  
CMP Action Plan

| General Recommendations |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | CMP Chapter       | How to complete work | Fund Sources | Start Date | Target Completion Date | Notes |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------|--------------|------------|------------------------|-------|
| 1                       | Clear the area around the "Knox" box on the Carriage Barn, winter and summer, to make it visible and accessible for fire department use.                                                                                                                                                                                                                                                                                                                                      | Fire and Security |                      |              |            |                        |       |
| 2                       | If possible, vacuum dead flies and infested rug areas daily in cluster fly season, and consider applying an inert pesticidal powder such as silica aero gel as a crack and crevice treatment around the windows and wall.                                                                                                                                                                                                                                                     | Preservation      |                      |              |            |                        |       |
| 3                       | In planning new park projects, include a listing of the number of copies of reports needed. Specify that one or more copies should go directly to the park archives. Refer to NPS-28, Appendix D.                                                                                                                                                                                                                                                                             | Archives          |                      |              |            |                        |       |
| 4                       | Use the revised NPS-19 Records Management Schedule (2003) in order to review both the required file retention period and the subject <b>before</b> selecting file codes. The NPS file codes are unchanged from the 1985 version, but the revision includes additional description of file subjects and the required file retention period for each file subject. Work with park staff to support a better understanding of the NPS file codes and records retention schedule. | Archives          |                      |              |            |                        |       |
| 5                       | Provide a copy of the Department of Interior records management guidance, "Managing Electronic Mail" to each employee as appropriate.<br>( <a href="http://www.doi.gov/ocio/records/electronic.html">http://www.doi.gov/ocio/records/electronic.html</a> ) This is best used with the NPS-19 Records Management Schedule in order to determine which records are permanent.                                                                                                   | Archives          |                      |              |            |                        |       |

MABI  
CMP Action Plan

| Immediate Recommendations<br>(2005) |                                                                                                                                                                                                                                                 | CMP Chapter       | How to<br>complete<br>work | Fund<br>Sources | Start Date | Target<br>Completion<br>Date | Notes |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------|-----------------|------------|------------------------------|-------|
| 1                                   | Maintain the effort to hire a term cataloger to complete entry of information from pre-NPS catalog cards into ANCS+ (PMIS 92195).                                                                                                               | Museum<br>Records |                            | CRPP            |            |                              |       |
| 2                                   | Write a Scope of Collection Statement using the Draft Scope of Collection Statement in Appendix B.                                                                                                                                              | Scope             |                            |                 |            |                              |       |
| 3                                   | Scan historic photographs exhibited in the Mansion and replace them with facsimile copies. Place the originals in protected storage.                                                                                                            | Preservation      |                            |                 |            |                              |       |
| 4                                   | Purchase a Visible Light Meter and monitor light levels within the house to identify areas where visible light should be reduced.                                                                                                               | Preservation      |                            | MCPP            |            |                              |       |
| 5                                   | Purchase at least eight data loggers to start directed and purposeful monitoring of areas in the Mansion and Belvedere Complex.                                                                                                                 | Preservation      |                            | MCPP            |            |                              |       |
| 6                                   | Purchase 4 standard and 2 double-wide museum cases and 2 DDLX Textile cabinets. Order Metro shelving units based on calculations of need. Request \$15,000 funding through the MCPP fund to purchase cabinets.                                  | Storage           |                            | MCPP            |            |                              |       |
| 7                                   | Apply museum wax or putty to better secure collection items that are currently susceptible to easy "snatch and grab", especially on the dresser in the second floor master bedroom and on the desk in the adjoining study.                      | Fire and Security |                            |                 |            |                              |       |
| 8                                   | Provide wire cage protection on the exposed fire sprinkler heads in the Carriage Barn collection storage room to prevent physical damage and possible water damage. Install similar protection in any other area vulnerable to physical impact. | Fire and Security |                            |                 |            |                              |       |
| 9                                   | Provide staff training in emergency operations, to include building evacuation, incident reporting and fire extinguisher use.                                                                                                                   | Fire and Security |                            |                 |            |                              |       |
| 10                                  | Resubmit a joint request in OFS with Saint-Gaudens NHS for a GS-1016-04 (Museum Technician).                                                                                                                                                    | Staffing          |                            | OFS             |            |                              |       |
| 11                                  | Complete Accession Receiving Reports and other documentation for accessions MABI-36 through 43, and make corresponding entries in the accession ledger.                                                                                         | Museum<br>Records |                            |                 |            |                              |       |
| 12                                  | Place receipts for accessions MABI-26 and MABI-33 in their respective accession folders.                                                                                                                                                        | Museum<br>Records |                            |                 |            |                              |       |

MABI  
CMP Action Plan

| Immediate Recommendations<br>(2005) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | CMP Chapter              | How to<br>complete<br>work | Fund<br>Sources         | Start Date | Target<br>Completion<br>Date | Notes |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------|-------------------------|------------|------------------------------|-------|
| 13                                  | Write Standard Operating Procedures (SOPs) for use and access to the collection. Create separate SOPs for the collections exhibited in the Mansion, for those in storage and for archival collections.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Use and Access           |                            |                         |            |                              |       |
| 14                                  | Accession the National Park Service park records into the collection and create appropriate finding aids for the collections                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Use and Access           |                            |                         |            |                              |       |
| 15                                  | Review the curatorial and maintenance files, library map cases, and other locations to flag and separate the two pre-NPS archival collections from the NPS park records, and store them in separate boxes/drawers. Make NPS reference use photocopies of plans, documents, slides, photographs, etc. that are used frequently, as needed. This is necessary to prevent further mingling of these documents and to prepare for archives processing projects. While it may be clear to current staff, the integrity, legal, evidential, and long-term research value of the Rockefeller family-related records is being lost as they are mixed into the records of the park. | Archives                 |                            |                         |            |                              |       |
| 16                                  | In preparation for the microfilming of the Billings Family Archives, explore the possibility of arranging for an archives management firm to prepare the collection for microfilming. Contact the Regional Archivist, David Vecchioli, at the Northeast Museum Services Center for names of archives management firms.                                                                                                                                                                                                                                                                                                                                                     | Archives                 |                            | Challenge<br>Cost Share |            |                              |       |
| 17                                  | Replace opaque roller shades in the Mansion and Belvedere with semi-opaque linen style shades and use them to reduce visible light levels destructive to light-sensitive material.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Preservation             |                            |                         |            |                              |       |
| 18                                  | Remove Native American baskets and Shaker chairs from the Mansion attic and the saddles and decorative tack from the Garden Workshop loft, repack in acid-free containers with less compression, and move to improved storage locations.                                                                                                                                                                                                                                                                                                                                                                                                                                   | Preservation<br>/Storage |                            |                         |            |                              |       |

MABI  
CMP Action Plan

| Immediate Recommendations<br>(2005) |                                                                                                                                                                                                                                                                                                                                                                                                                    | CMP Chapter       | How to<br>complete<br>work | Fund<br>Sources | Start Date | Target<br>Completion<br>Date | Notes |
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| 19                                  | Reduce and limit the number of park staff that have access to collection storage areas to those who duties require access: preferably only the Curator, Facility Manager and Superintendent. This will require replacing the current BEST door key cores with cores that will place all collection storage areas under an exclusive keyway, and issuing separate and exclusive alarm codes to these areas as well. | Fire and Security |                            |                 |            |                              |       |
| 20                                  | Implement the 2000 Heritage Protection Security Survey recommendations to upgrade components and improve interior and perimeter security for the first floor of the Mansion.                                                                                                                                                                                                                                       | Fire and Security |                            | MCPP            |            |                              |       |
| 21                                  | Due to the physical isolation of the Bungalow from other park buildings and its vulnerability to possible acts of vandalism, arson and break-in, implement the recommendations as outlined                                                                                                                                                                                                                         | Fire and Security |                            | MCPP            |            |                              |       |
| 22                                  | Since the Woodshed does not have either an intrusion or fire detection system, consider removing the carriage collection to the safety of temporary storage until electrical and telephone                                                                                                                                                                                                                         | Fire and Security |                            |                 |            |                              |       |
| 23                                  | Extend the existing smoke detection system in the Belvedere into the bowling alley prior to any renovation or construction.                                                                                                                                                                                                                                                                                        | Fire and Security |                            | MCPP            |            |                              |       |

MABI  
CMP Action Plan

| Short Term Recommendations<br>(2006 - 2008) |                                                                                                                                                                                                                                                                                                                                                                        | CMP Chapter                 | How to<br>complete<br>work | Fund<br>Sources         | Start Date | Target<br>Completion<br>Date | Notes |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------|-------------------------|------------|------------------------------|-------|
| 1                                           | Obtain an additional fire-resistant cabinet for storage of catalog records and other pertinent museum documentation.                                                                                                                                                                                                                                                   | Museum Records              |                            | MCP                     |            |                              |       |
| 2                                           | Microfilm the Billings Family Archives so that the collection will be preserved and park staff will have access to the resources of the collection. Copyright issues related to the original materials must be followed for the microfilmed materials. Copyright procedures should be included in the SOP for use and access to the microfilmed materials.             | Use and Access;<br>Archives |                            | Challenge<br>Cost Share |            |                              |       |
| 3                                           | Increase ventilation in the Mansion attic by operating the large draw fan and augmenting it with fans directed toward the ceiling. Monitoring results by data loggers inside and on an exterior station will identify success or the need for further strategies such as installing thermostats on the draw fan or eventually, installing insulation only if required. | Collections<br>Preservation |                            |                         |            |                              |       |
| 4                                           | Consider contracting a museum conservation/ environmental engineering firm to study the Mansion attic and recommend a passive or active ventilation system based on the study results.                                                                                                                                                                                 | Collections<br>Preservation |                            | CRPP                    |            |                              |       |
| 5                                           | Remove vulnerable collections in the Bungalow such as upholstered furniture, or designate them for consumptive use.                                                                                                                                                                                                                                                    | Collections<br>Preservation |                            |                         |            |                              |       |
| 6                                           | Reconfigure the Carriage Barn collection storage room for placement of new storage cabinetry and shelves.                                                                                                                                                                                                                                                              | Storage                     |                            |                         |            |                              |       |
| 7                                           | Store collections in new cabinetry and on Metro shelves.                                                                                                                                                                                                                                                                                                               | Storage                     |                            |                         |            |                              |       |
| 8                                           | Reline plans for new storage area and consult with the NMSC for specific guidance and product information.                                                                                                                                                                                                                                                             | Storage                     |                            |                         |            |                              |       |
| 9                                           | Implement the 2000 Heritage Protection Security Survey recommendations to upgrade components and improve interior and perimeter security in the Belvedere period rooms, Bowling                                                                                                                                                                                        | Fire and Security           |                            | MCP                     |            |                              |       |
| 10                                          | Complete the development of a comprehensive Park Emergency Operations Plan.                                                                                                                                                                                                                                                                                            | Fire and Security           |                            |                         |            |                              |       |
| 11                                          | Hardwire all air compressors installed on dry-pipe sprinkler systems.                                                                                                                                                                                                                                                                                                  | Fire and Security           |                            |                         |            |                              |       |
| 12                                          | Ensure all sprinkler systems are provided with a spare sprinkler head box containing adequate spare heads and sprinkler wrench.                                                                                                                                                                                                                                        | Fire and Security           |                            |                         |            |                              |       |

MABI  
CMP Action Plan

| Short Term Recommendations<br>(2006 - 2008) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | CMP Chapter                           | How to<br>complete<br>work | Fund<br>Sources | Start Date | Target<br>Completion<br>Date | Notes |
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| 13                                          | Accession into the collection the Woodstock Foundation Records in the possession of the park. The records consist of the Rockefeller Family's Curator files, 1975 – 1997 and the Billings Estate Maintenance Files, 1954 – 1998. Also accession into the collection the 35 mm. slide collection; and the National Park Service records for the park, including cultural and natural resource reports.                                                                                                        | Scope                                 |                            |                 |            |                              |       |
| 14                                          | Acquire for the collection videos, tapes and compact disks that replace the ones retained by the Rockefellers.                                                                                                                                                                                                                                                                                                                                                                                               | Scope                                 |                            |                 |            |                              |       |
| 15                                          | Assess the collection for items that should be deaccessioned. Consult Attachment 1 to the Scope of Collection Statement in Appendix B of this report for deaccessioning criteria to guide the process. Specific items to consider for deaccessioning include the multiple copies of Billings Family publications, storm windows, window screens, shutters, and deteriorated materials from the fallout shelters. Representative examples of these items should be retained, and the remainder deaccessioned. | Scope                                 |                            |                 |            |                              |       |
| 16                                          | Request an Architectural Collection Survey, using project funding, for determining appropriate items to add to the collection from the materials retained from the rehabilitation of the Carriage Barn.                                                                                                                                                                                                                                                                                                      | Scope;<br>Collections<br>Preservation |                            | MCPP            |            |                              |       |
| 17                                          | Update locations of records currently in ANCS+. Many objects are currently stored in boxes that are not noted in the location field in ANCS+.                                                                                                                                                                                                                                                                                                                                                                | Museum<br>Records                     |                            |                 |            |                              |       |
| 18                                          | Inventory any remaining undocumented material in the collection and tag with the appropriate accession number (MABI-).                                                                                                                                                                                                                                                                                                                                                                                       | Museum<br>Records                     |                            |                 |            |                              |       |
| 19                                          | Replace the wicker furniture on the porch of the Mansion with reproductions. Store the originals in the attic of the Mansion.                                                                                                                                                                                                                                                                                                                                                                                | Use and Access                        |                            |                 |            |                              |       |
| 21                                          | Arrange for an archivist to conduct archival processing and cataloging of the two pre-NPS archival collections to NPS standards according to provenance. This work should include creation of finding aids and at least a collection-level record in ANCS+.                                                                                                                                                                                                                                                  | Archives                              |                            | CRPP            |            |                              |       |

MABI  
CMP Action Plan

| Short Term Recommendations<br>(2006 - 2008) |                                                                                                                                                                                                                                                                                                                                                                                                 | CMP Chapter    | How to<br>complete<br>work | Fund<br>Sources | Start Date | Target<br>Completion<br>Date | Notes |
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| 22                                          | Increase protection for non-current park resource management records. Transfer older park resource management records to the park archives within the museum collection. Refer to NPS Management Policies 2002, Section 5.3.5.5.6. and NPS-28.                                                                                                                                                  | Archives       |                            |                 |            |                              |       |
| 23                                          | Work with park staff, centers, contractors, partners, etc. to clarify the need to transfer park project files to the Curator at the completion of each natural and cultural resource management project. Refer to NPS-28 chapter checklists for guidance and examples.                                                                                                                          | Archives       |                            |                 |            |                              |       |
| 24                                          | Rehouse oversize NPS resource management records in archival map folders for long-term preservation. The original documents (or a set in good condition) should be managed in the museum collection before damage or loss occurs.                                                                                                                                                               | Archives       |                            |                 |            |                              |       |
| 25                                          | Manage the oversize plans, photographs, slides, reports, and files for a project as one archival collection.                                                                                                                                                                                                                                                                                    | Archives       |                            |                 |            |                              |       |
| 26                                          | Increase security for the non-current personnel records (privacy-restricted) currently in cartons in the Mansion attic. Common practice in other parks is to house these records in a locked file cabinet, locked cage, or a locked room with supervised access, as required in NPS and OPM policies.                                                                                           | Archives       |                            |                 |            |                              |       |
| 27                                          | Continue to pack inactive temporary records and store them until their required retention period expires.                                                                                                                                                                                                                                                                                       | Archives       |                            |                 |            |                              |       |
| 28                                          | Replace poly-vinyl chloride (PVC) plastic-covered notebooks with paper or cloth-covered notebooks.                                                                                                                                                                                                                                                                                              | Archives       |                            |                 |            |                              |       |
| 29                                          | Request approval from the Regional Director for the consumptive use of the table in the conference room of the Carriage Barn and the furniture in the Bungalow. Consider replacing the Bungalow porch wicker with reproductions. Procedures for obtaining permission can be found in <i>Cultural Resource Management Guideline</i> , Chapter 9, Section D.4, Consumptive Use of Museum Objects. | Use and Access |                            |                 |            |                              |       |
| 29                                          | When historic records are needed for park planning and projects, make photocopies to ensure that historic records are not "borrowed".                                                                                                                                                                                                                                                           | Archives       |                            |                 |            |                              |       |

MABI  
CMP Action Plan

| Short Term Recommendations<br>(2006 - 2008) |                                                                                                                                                                                                                   | CMP Chapter                 | How to<br>complete<br>work | Fund<br>Sources | Start Date | Target<br>Completion<br>Date | Notes |
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| 30                                          | Manage NPS purchases and donations of historic books and documents from the site's historic period in the park museum collection.                                                                                 | Archives                    |                            |                 |            |                              |       |
| 31                                          | Examine and save representative furnishings and supplies from the shelter areas.                                                                                                                                  | Collections<br>Preservation |                            |                 |            |                              |       |
| 32                                          | Discard damaged or redundant items, particularly if they contain liquid contents or content under pressure.                                                                                                       | Collections<br>Preservation |                            |                 |            |                              |       |
| 33                                          | Consult with the conservators at NMSC to ensure that conservation concerns are raised and addressed in Woodshed exhibit planning that involves museum collections.                                                | Collections<br>Preservation |                            |                 |            |                              |       |
| 34                                          | Arrange for conservation treatment of the prominent round mirror in the Mansion Main Hall before additional material loss progresses.                                                                             | Collections<br>Preservation |                            | CRPP            |            |                              |       |
| 35                                          | Expand the Housekeeping Plans to address specific techniques appropriate to the actual condition of the collections; to pinpoint areas of past problems; and to include visual, pest and instrumental monitoring. | Collections<br>Preservation |                            | MCP             |            |                              |       |
| 36                                          | Prepare all rugs for rolled storage against the walls in the Carriage Barn collection storage room, following guidance provided in the 2005 Carpet and Window Treatment Assessment.                               | Storage                     |                            |                 |            |                              |       |
| 37                                          | Hang framed items now in the floor bins in the Carriage Barn collection storage room.                                                                                                                             | Storage                     |                            |                 |            |                              |       |
| 38                                          | Incorporate the Security Awareness for Interpreter recommendations made in 2000 Heritage Protection Survey (page 17) into the Visitor Services Manual and interpreter training.                                   | Fire and Security           |                            |                 |            |                              |       |
| 39                                          | Develop a scope of work and contract to meet the National Fire Protection Association (NFPA) requirements for the Inspection, Testing and Maintenance (ITM) of fire alarm and sprinkler systems.                  | Fire and Security           |                            |                 |            |                              |       |
| 40                                          | Sign the top shelves on the compacting shelving in the collections storage room to read "No Storage Above".                                                                                                       | Fire and Security           |                            |                 |            |                              |       |

MABI  
CMP Action Plan

| Short Term Recommendations<br>(2006 - 2008) |                                                                                                                                                                                                                                                     | CMP Chapter       | How to<br>complete<br>work | Fund<br>Sources | Start Date | Target<br>Completion<br>Date | Notes |
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| 41                                          | If portable electric heaters are allowed, develop a policy that includes the type approved, placement and guidelines for safe use.                                                                                                                  | Fire and Security |                            |                 |            |                              |       |
| 42                                          | Add a lineal heat detection system (Protectowire) in the Woodshed project.                                                                                                                                                                          | Fire and Security |                            |                 |            |                              |       |
| 43                                          | Plan for the hiring of a Museum Specialist GS-9 or Museum Curator GS-11 in the next five years to ensure a smooth transition after the incumbent Curator retires. A person with some archival experience would benefit the MABI curatorial program. | Staffing          |                            | OFS             |            |                              |       |
| 44                                          | Because the incumbent Curator has the best institutional knowledge of the park and its collections, the park should document this history through oral interviews.                                                                                  | Staffing          |                            |                 |            |                              |       |

MABI  
CMP Action Plan

| Long Term Recommendations<br>(2009 - 2012) |                                                                                                                                                                                                                                                                                                                                                                                                           | CMP Chapter                 | How to<br>complete<br>work | Fund<br>Sources | Start Date | Target<br>Completion<br>Date | Notes |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------|-----------------|------------|------------------------------|-------|
| 1                                          | Add the Billings-Kittredge Herbarium Collection to the park collection.                                                                                                                                                                                                                                                                                                                                   | Scope                       |                            |                 |            |                              |       |
| 2                                          | More securely link photographic documentation of collections with catalog records through reference numbers and/or digital images implanted within the ANCS+ records.                                                                                                                                                                                                                                     | Museum<br>Records           |                            |                 |            |                              |       |
| 3                                          | Send copies of new park planning and research reports to the Northeast Museum Services Center for inclusion in the NER CRBIB collection and database. Send copies to the Technical Information Center (TIC) at the Denver Service Center for microfilming, scanning, and inclusion in the TIC database (etic.nps.gov). Information on these two NPS collections was provided to park staff during the CMP | Archives                    |                            |                 |            |                              |       |
| 4                                          | Accession and catalogue MABI-related oral history interviews and corresponding transcriptions.                                                                                                                                                                                                                                                                                                            | Archives                    |                            |                 |            |                              |       |
| 5                                          | For future MABI-related events arrange for a court recorder to record conference and workshop proceedings. CSI has used this method and has information on procedures. This will avoid the multiple steps of tapes, tape transcriptions, audio equipment, etc. The transcription can then be added to the records for the project.                                                                        | Archives                    |                            |                 |            |                              |       |
| 6                                          | Utilize the NPS Copyright form for each researcher, including park staff. Copyright law changed in 2000-2001 and the Curator is working to increase staff understanding of copyright requirements.                                                                                                                                                                                                        | Archives                    |                            |                 |            |                              |       |
| 7                                          | Pursue a centralized storage area for collections now in the basic preliminary planning stages as part of a future Learning Center to be sited in the Woodshed meadow.                                                                                                                                                                                                                                    | Collections<br>Preservation |                            |                 |            |                              |       |
| 8                                          | Following structural repair, prepare an interpretation plan for the Belvedere Fallout Shelter and consider exhibiting partial rather than complete survival furnishings and supplies. For example, the first several rows can be equipped rather than the entire length of the narrow shelter room.                                                                                                       | Collections<br>Preservation |                            |                 |            |                              |       |
| 9                                          | Store targeted collections in the new Learning Center Storage Facility and use this area for future growth of the collections.                                                                                                                                                                                                                                                                            | Storage                     |                            |                 |            |                              |       |

MABI  
CMP Action Plan

| Long Term Recommendations<br>(2009 - 2012) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | CMP Chapter       | How to<br>complete<br>work | Fund<br>Sources | Start Date | Target<br>Completion<br>Date | Notes |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------|-----------------|------------|------------------------------|-------|
| 10                                         | Prepare collection inventories for each of the period rooms in the Mansion. This should include a complete listing and brief description of all items in a room along with photographs of items on tables, dressers, desks etc. These are to be kept in a convenient location within each room. They will serve a number of important functions: a) "help interpreters and guides respond to visitor questions about specific objects, b) help them in checking rooms to ensure that no items are missing and c) help maintain inventory control over the collections." (2000 Heritage Protection Security Survey). | Fire and Security |                            |                 |            |                              |       |
| 11                                         | Follow the detailed outline in 2000 Heritage Protection Security Survey (pages 9-11) in developing written policies and procedures in the event of collections theft.                                                                                                                                                                                                                                                                                                                                                                                                                                               | Fire and Security |                            |                 |            |                              |       |
| 12                                         | Develop written policies and procedures for researcher access and the handling of collection items. Refer to the <i>NPS Museum Handbook</i> for guidance in developing these procedures.                                                                                                                                                                                                                                                                                                                                                                                                                            | Fire and Security |                            |                 |            |                              |       |
| 13                                         | Develop a comprehensive, reasonable and appropriate exterior lighting plan for all park structures.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Fire and Security |                            |                 |            |                              |       |
| 14                                         | Provide defensible space around all buildings for protection from wild land fires.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Fire and Security |                            |                 |            |                              |       |

