Town of Exeter
Building Advisory Committee
Town Offices and Town Hall
Staff Survey

1. Have you read and do you have comments on SMRT Program?

2. With which other department s do you interact? Do you need to be physically located adjacent to them?

3. Discuss your IT network and back up requirements. What connections within Exeter are you using? What connections outside of Exeter do you use? Are any of your services conducted on line now? Would they be in the future?

4. Is your current staffing adequate for your current work? Do you project growth in your work load? Adding services? Will this require additional people or equipment? Are space or personnel constraints keeping your department from performing any tasks they could or should be?

5. What are you record retention requirements? How do you currently store your materials? Is there another way? Electronic or off-site?

6. How important are meeting rooms to your work? How many people typically attend a group meeting? How often do you meet? Can the meetings be scheduled in advance or are they spontaneous? Are these meetings with other Exeter departments or with outsiders?

7. f you were to do things differently in your department, what would you do? Imagine starting with a blank sheet of paper to layout your department and those with whom you interact regularly.

8. Have you seen any layouts or any suggestions from another department or town that you would like to suggest for your department?

Town Manager Response to Town Building Committee Staff Survey
February 7, 2008

1. **Have you read and do you have comments on the SMRT program?** Yes, I have read the program. My comments would be as follows, based on the August 29, 2006 schematic marked "Final Drawing." I believe many goals of the Town have changed or have been modified since this plan was drawn. I also believe the organization needs to evolve further, with some of this in contradiction with the plan that was developed.

   Administration
   The Town Manager's Office, HR, and the BOS function should all move to the 2nd floor in any future schematic. The Manager's Assistant position should function as a turnkey for both the Selectmen and the Town Manager, in order to best facilitate this, the Selectmen's mailboxes/inboxes should be part of the "administration office" and the need to go back and forth between physical locations should be eliminated. Record redundancies should also be eliminated between the 2 offices. Board members should be given common sitting space in a new administrative area to review mail, etc. The Managers Office should be large enough to entertain at least 2-3 people easily, but probably best suited for up to 5 people, best achieved through a small conference table. Broad-based meeting space (usable space) should be maximized in any new schematic, and we have discussed the idea of creating a "library" room which would house the RSAs, and have a common meeting space for board/committee members or other users. This room could also contain a "common" PC that could be accessed as needed by board/committee members. The Town Manager and Human Resources also need confidentiality, something that is sorely lacking in the current configuration. The Town Manager's assistant is situated near the back door of the Town Office, and people regularly go "in and out" by her in order to reach the back parking lot. This is very distracting. People are also regularly in and out of the Town Clerk's Office via the side door through the Manager's assistant area. This is also distracting. We have closed the door to main hallway in an effort to make the area easier to work in, however this is not a long term solution and the Manager has been criticized for this, with claims that the "open door policy" is not being followed. It is clear this area needs major work. In addition, the only common copier* in the building is currently located behind the Receptionist along with the postage machine. As a result this area is very congested, and those wishing to use either machine need to pass by the Receptionist to do so. These items should be placed in a common area more reflective of modern offices. Departments should get their own postage codes (possible with our machine) and be responsible for their own postage budgets. A common space will also enhance communication between Departments, as they will need to congregate in these areas, something sorely lacking in today's Town Offices, which are not designed for any social contact outside the break room or behind the Receptionist where there is limited space.

*There are copiers in Finance and Town Clerk dedicated to those offices

Customer Service Functions

The main "customer service" functions should continue to be on the Town Offices' Main Floor and in addition Welfare should be moved to the first floor. Welfare, as a PT office, should have less of a priority regarding space needs than a FT office in the space planning process (such as Finance, Town Manager, or Human Resources). A potential schematic would include the Town Clerk, Assessing/Finance/Tax/Water, and Welfare offices on the first floor. Planning/Building will probably remain on the 2nd floor (or be moved to the Town Hall) due to space limitations. The committee could look at relocating code or inspections to another place, such as the public safety building, however Barb McEvoy currently serves both Planning and Building and logistics may be an issue on day-to-day items unless zoning administration is returned to the Planning Department. The Town Clerk's concept of a drive through is interesting however I understand the Hampton Town Building drive through doesn't function as such and this should be verified and reviewed. There is also the question whether the time involved in Town Clerk office transactions is too lengthy for a drive through. There is also the question of whether vital records should be located at a remote location away from the main Town Offices. Depending on final space needs, IT could go either in the basement, or the 2nd floor. The CATV broadcast equipment should go in the basement in a moisture free, secure location. Wiring should be run to accommodate broadcast from the Nowak Room, unless this meeting space is moved across the street. If this happens, the equipment should follow, or the Town should negotiate with Comcast to ensure the Town Hall becomes a "live" location.

As we progress with our inside review of financial procedures and practices (see august 2006 internal controls assessment) the Receptionist should be integrated into the new Finance/Tax/Water/Assessing configuration as additional accounting/cash receivable assistance for this area. Permits that are currently issued by the Receptionist involving revenue collections (dump stickers, bulky item stickers etc.) should be sold out of the Finance Office along with blue bags. Other permits issued by the Receptionist (Town Hall use for example) can be given to another department to enhance efficiency and free up time for the Receptionist to assist Finance. The Receptionist should still be able to maintain the schedule of rooms/buildings on the website as is done now. Future day-to-day maintenance of the Town's website (updating department information, report publishing etc.) should be assigned to IT (if more help can be secured) or each individual department (further training required). By integrating with another office and freeing up more time in the Receptionist position, the Town should be able to address some of its pressing financial procedure needs, such as centralized revenue collections, that are identified in the August 2006 assessment.

As part of any final recommendations that are made, record keeping practices of all departments in the building should be fully understood, and efforts should be made at every possible level to limit the amount of paper kept in the Town Offices. The committee should look very hard at redundancies and work to eliminate these wherever possible. Records should be kept consistent with the RSAs and we should not encourage "hoarding," although where necessary we

*There are copiers in Finance and Town Clerk dedicated to those offices

should find alternate storage for those records deemed important, the Town Hall may be the ideal location for this storage. The industrial strength shredder in the Town Clerk's vault should be relocated to a common area for ease of use by all Departments within the building (all are welcome to use the machine, it is just in a poor location). The SMRT schematic of 8/29/06 really does not take into account any of these issues in a truly satisfactory manner, which is understandable, because these issues have become clearer with the passage of time.

2. **With which other departments do you interact? Do you need to be physically located adjacent to them?** I interact with all Departments of the Town. Police, Fire and DPW the most via phone and email. In the Town Office, I would rank Assessing a 6, Reception 8, Finance 8, IT 8, Town Clerk 5, Planning/Building 4, Welfare 2. I would not suggest that physical location to any dept is an absolute necessity; however the functions that make most sense to be located near the Town Manager are Human Resources, Finance, and IT.

3. **Discuss your IT network and backup requirements. What connections within Exeter are you using? What connections outside of Exeter do you use? Are any of your services conducted on line now? Would they be in the future?** The Town Manager's Office needs a basic IT setup, with PC's and portability the most important. Our current IT situation is adequate for what we do. As an administrative service we do not offer any online services, although the permits granted through the office have PDF applications on the web. As I mentioned above, some of these permits should be further delegated to relevant departments for actual issuance. As an aside, all networks of the building should be integrated and backed up locally, with each evenings work stored appropriately in a fire-safe vault. The Town should not have separate networks.

4. **Is your current staffing adequate for your current work? Do you project growth in your workload? Adding services? Will this require additional people or equipment?** Are space or personnel constraints keeping your department from performing any tasks they could or should be? If the suggestions above are implemented as part of a broad plan, I believe our office will be able to function in a satisfactory manner.

5. **What are your record retention requirements? How do you currently store your materials? Is there another way? Electronic or off-site?** We have files which are stored in file cabinets. HR and benefits information, projects, CATV and contracts, water/sewer documents, insurance etc are all part of our files. These are all integral parts of what we do as the TM office may have to pull a file on a given item at any given time.

6. **How important are meeting rooms to your work? How many people typically attend a group meeting? How often do you meet? Can the meetings be scheduled in advance or are they spontaneous? Are these meetings with other Exeter departments or with outsiders?** Meeting rooms

*There are copiers in Finance and Town Clerk dedicated to those offices

are very important, and meeting can be anywhere from 2 to 10 people depending on the meeting. Some meetings are scheduled in advance and some are spontaneous. The meetings are with other departments on occasion, however for the Town Manager they are more frequently with citizens, vendors, individual department heads and personnel, and board and committee members.

7. **If you were to do things differently in your department, what would you do? Imagine starting with a blank sheet of paper to layout your department and those with whom you interact regularly.** I would implement the suggestions from number 1 above. I would separate the assistant from the Manager to a degree to when persons come into the office they cannot see me directly but can be greeted professionally and appropriately. I shouldn't be too far away but enough to create a professional separation typical of administrative offices. The Town Manager's Office should not be "on top of" reception or the Town Clerk. One other problem is the Clerks' office closes at 3:30 p.m. and the spillover to our office creates issues for customers. Average residents do not understand that we cannot assist them after 3:30 p.m. on issues for the Town Clerk, and explaining this problem on a regular basis can be quite a distraction not to mention confusing for customers, especially where the office that cannot help is the Town Manager. A survey of other Town's regular Town Clerk hours may be helpful as the process evolves.

8. **Have you seen any layouts or any suggestions from another department or town that you would like to suggest for your department?** There are several examples. Londonderry, Portsmouth, Hampton, etc. are all designed differently and more efficiently than Exeter. I would encourage the committee to visit these places for a view of alternatives to the current scenario.

*There are copiers in Finance and Town Clerk dedicated to those offices

Questions for Employees

Planning Department Answers

1. **After review of SMRT findings, do you agree with their summary? Are there any further areas of concern?**

   The SMRT summary is incomplete.

   Town Planner's office has 6 book shelves plus built-in storage in closet for supplies, 7 filing cabinets, drafting table plus two desks for work stations and another table/drawer storage area, and two three guest chairs plus a pendaflex plan holder.

   Admin Office has two work stations, copier/printer station, 8 foot counter with shelving, 2 lateral (3 ft. wide) file drawers, 4 short filing cabinets and one more regular filing cabinet

   Lobby area has two customer chairs with table, another tax map table and one lateral file (3ft. wide), plus one book case

   Building/Code Enforcement has 14 files cabinets, 3 desks/work stations, 2 book shelves, and 2 map storage/table (4.5 to 5.5 ft long), plus a copier work station and finally a fridge.

   Wheelright Meeting Room and Storage Area: 15 file cabinets, one large bookshelf, several boxes of maps, multiple boxed files and other storage.

   Note: Volunteer board members house files for conservation easements and historic district applications at their homes. Once a natural resource planner is hired, I am anticipating those documents will be returned to town offices. Estimated filing cabinets – 5.

   My immediate concerns are as follows:

   A. Providing adequate space for existing file cabinet, other storage needs and future file cabinets (needed this year) in close proximity to our offices and in a moisture-free environment. At present our offices are full, with file cabinets blocking heating vents, we have moved into the hallway with a large file cabinet opposite the elevator and we are also into the Wheelwright room. We need to purchase more filing cabinets soon. With the exception of the BOS, we house applications from Planning Bd., ZBA, Historic District Com. and Conservation Commission. We pride ourselves on excellent customer service and researching past applications is a big part of our service.
   B. Providing office space for our future Natural Resource Planner and to a lesser degree our ongoing intern program.

My long-term concern is the adequacy of the future location of Planning and Building.

2. **What other departments do you typically associate with for the services you provide? Rank 10 = most often, 1 = least often (need to highlight Departments, Fire, DPW, Police, Parks/Recreation, Library, Welfare, etc.)**

Planning associates with the following:

Building – 10
DPW - 8
Assessing - 6
Fire – 5
Finance & Accounting - 4
Town Manager - 3
Parks and Rec – 3
Town Clerk – 2
Police – 1
Planning Board Members – 10
Conservation Com. Members – 10
Zoning Board of Adj. – 5
Historic District Com. – 5

It is very important that Planning and Building remain linked.

3. **Discuss your IT network and back up requirements. What connections within Exeter are you using? What connections outside of Exeter do you use? Are any of your services conducted on line now? Would they be in the future?**

Actually, I'm not 100% sure of the technicalities of this question and I would defer to Andy Swanson. Last year at this time we had quite the scare when we learned our network had failed and our files were lost. It took about a month to straighten the entire disaster out but a company in Florida was hired and eventually they were able to retrieve most of the files. At this time, we work under the same network as the Assessing Department. Some of our resources are on the town's web site and there is potential to have more information on the web.

4. **What are your record retention requirements? How do you currently store your materials? Is there another way? Electronic or off-site?**

As outlined in question #1, we have substantial files. 40 typical cabinets, 3 lateral files cabinets and 8 short file cabinets that are under desks or make "tables" for us. We are in and out of these files daily for our own research, or for customer research. The files incorporate standard sheet of paper as well as plan sets that are typically 24" x 36" or larger. We also store maps of Exeter. We have many files saved electronically as well. Nothing of ours is stored separately from the 2nd floor.

5. **What is the frequency of your use of meeting rooms? What size room is most adequate for your needs (Small, Medium, Large)**

Planning uses the Wheelright room frequently for scheduled meetings such as technical reviews (usually 5-12 people) and committee meetings (typically 6 to 9 people) also for unscheduled meetings such as developer/applicant meetings (usually 3-5 people needing space for confidential discussion). When the committee is too large or a presentation is needed we use the Nowak Room. I utilize these rooms at least 2 to 4 times per week.

6. **How would you do things differently within your department?**

There are several things that make our area work well together. The connectivity, the multi-use ie, counter with bookshelves, table over file cabinets, etc,. Ideally, we would like to have a central filing area for our files, an area for customers to view files/plans and a computer work station for customers to view properties via GIS, or to make their abutter lists etc.

7. **Is your staffing adequate for the services you provide?**

We rely heavily on volunteers. We have recently utilized intern assistance and are hoping to hire a natural resource planner. However we have no place to house the individual. Also we hope to upgrade the Clerical Supervisor to a Deputy Code Enforcement Officer. This will not require additional space. In the more distant future, I could foresee the need for a full time Planning Bd. Site Inspector and another admin staff if Deputy Code Enforcement became 100% code enforcement instead of also being a clerical supervisor.

8. **Have you seen any layouts or any suggestions from another department or town that you would like to suggest for your department?**

Doug E. suggested the idea of creating extra space within the center of the building by closing the top level off over the stairway. I think the concept is one that could help create additional space for storage and meeting area if not other uses.

The final plan showed Planning and Building in the basement of the Town Hall. That alternative might work if the office space had access (via the elevator) to offices above for meetings. The office space in the basement had issues with ventilation, noise, and with moisture. There also needed to be connections to bathroom facilities. Since the construction of the Squamscott Block building, I would be curious to know what has happened to the groundwater issues.

We have also suggested that the 2nd floor space occupied by the art committee could be shared with planning and building if the rooms were changed somewhat. Elevator access and the stairs allow for multiple access points.

IT JAN 25/08

1. I have read the Exeter Town Office/Town Hall Facilities assessment dates 7/21/06.

2. I interact with and service all departments. There is no need for me to be physically adjacent to any of them with the exception of the Television PEG Studio which is tightly integrated due to the convergence of Digital Television and Data networks. If you want numbers – give everyone a 5 except ExTV that gets a 10.

3. Currently do business both online and locally on the LAN. More bandwidth between Exeter Campuses would be highly desirable, particularly the DPW and to a lesser degree the Water Treatment Facility. A few services are online now and plans to move a major service to 100% online in the near future.

A concern is extending our LAN to any departments that may be relocated to the Town Hall or anywhere the LAN does not extend.

4. Space is not an issue now and I see space requirements for servers going down as we have reached the point where virtualization would make economic sense although the budget process to implement it will not. At times staffing can be a problem when day to day technical gets in the way of any long term planning but we have gotten by so far.

5. Currently all record retention policies are determined by the departments storing the data on my servers. Backups are set to recover failed devices at this time. I have a list of archive requirements set by the state but have not had the time to check with every department as to our level of compliance. It is a rather extensive list. The only way for to be sure that was being met would be to have an archivist on staff.

E-mail has been stored on my servers at the users discretion until now. Due to constraints in mailbox size and pending legislation, I have set up an e-mail archive solution and am currently using it on a subset of our users. The archive retains every sent and received e-mail for 10 years and I will adjust that number when the legislation is finalized. Depending on how the legislation is written, it may be nearly impossible to be in compliance.

6. It is very rare that I call a meeting of more than a total of four people but a small available conference room would be nice but not a necessity. I am hoping to form an advisory board this year but do not foresee this as having a large number of members.

My proximity to the large public meeting room is very important to my ability to record and broadcast meetings over our Government Cable Channel.

7. If I were to redo, I would replace all the data wiring in the building and overhaul the electric service.

8. I have seen floor plans that show the space I am currently in being assigned to the Selectmen and my office relocated to back of the first floor. The Television Production Studio (which I had no knowledge of how it operated at the time of the first study) should be in very close proximity to the IT department

(preferably in IT) and our Main Meeting area for proper communication and to keep wiring runs for control systems plus audio and video feeds as short as possible and isolated from sources of electrical noise (RF particularly).

Currently the sizing I have works the combined IT/TV department. I will need some more storage cabinets.

Security

environmental / structure / power / heat gain
moisture.

off site storage — iron mountain.

Move AV hardware away from IT

IT needs to be closer to TV than servers do more hands on.

Staffing.

Remote TV @ Town Hall doesn't need TV room if can use remote feed from NSUAK.

MTG 1/25/08

lhartson

From: "Linda Hartson" <lhartson@exeternh.org>
To: <townbuildingcommittee@exeternh.org>
Sent: Wednesday, January 23, 2008 3:16 PM
Subject: Staff survey

1. Comments on SMRT Program: The safe needs to be walk-in as we have plates, money, State decals, secure documents, etc. that is accessed daily and often during the day.
We have had recent communication from the Dept of Safety, MV re: the new printers that will be utilized by the Clerks' offices for vehicle registrations. They are going to be laser printers with a proposed footprint of 16.6 inches by 19.6 inches to 17.2 inches by 20.6 inches. The height varies from 13.6 inches to 16 inches. The stock for registrations will be on a 8-1/2 X 14 sheet of paper, so space will need to be available for this. The hope is for deployment of these printers to occur from May 2008 to September, 2008. We will also need to continue to use our current printers to print title documents and other DMV forms. I would also expect that we will be adding a 3rd FT Clerk in 2009 to assist with the many new responsibilities we are going to encounter.
As for "visitors" (customers) per day, the number of individuals actually differs day to day; and depends alot on the time of month (end vs. middle), as well as month (April - dog licensing), voter registration during pre-elections, and certain months when lease companies have their vehicles due! i.e. 32,500 paying transactions (not including non-payming walk-in transactions - notaries, inquiries, non-prepared customers, etc.) divided by 12 months divided by 22.5 days = 120+ a day, not the 50 that is noted on the chart.

2. Interaction with other departments and adjacent physical location - suggestion made that 10 is most and 1 is least -
Finance = 3/ No Assessor = 2/ No, but helpful Tax = 0/ No Welfare = 1/ No Planning/Bldg. Inspector/Code Enforcement = 2/ No
IT - 1/ No Tn Mgr./AA = 2/ No Reception = 8/ No (mail, fax,

3. IT Info: We are online with NH Dept. of Safety/MV; Secretary of State; Dept. of Vital Records; our MV Vendor; e-mail for e-regs, and questions
Back-up Nightly very necessary; Use outside Vendor for IT service as Town IT service is NOT adequate!

4. Current staffing: Current have 2 FT (in addition to FT "working at windows" Town Clerk) and 2 PT Clerks. Staff shortage during vacations, sick days,
voting, etc. which causes difficultly because of delays in public service. MV increasing Town workload; Vital Records instituting addiitional programs
involving Clerk participation; Voting centralized checklist adding Clerk involvement. Additional equipment will be needed (see @1 re: MV printers)
Space constraints definitely a BIG issue for all. 3 Checklist Supervisors work from our office. Currently working in vault where records are stored - very
congested space for all! Anticipate need for 1 additional FT Clerk in 2009 to assist with added workload and influx of residents.

5. Record Retention - Storage: Records are retained anywhere from 1 year to permanent. Follow State Guidelines - RSA 33:A and RSA 41: 59 - 68.
Vital Records (1638 - 2000; 2000 - present stored in Concord) stored in books in Metal cabinets and/or metal roller shelving. Minutes, Contracts, etc. in multiple filing cabinets. Statutory requirements that minutes of all Town meetings need to be stored with Clerk. Other records stored in boxes and/or books on wooden shelving. Additional storage in basement. In addition we have records from other Departments, which need to be kept in TC's office for public access. Historically/legally the Clerk is "the historian of the community, for the entire recorded history of the town and its people is in his/her care." (LGC - May, 2007) Also have microfilm storage cabinet.

6. Meeting rooms: Not necessary on regular basis. Need for space with tables and chairs for Genealogy research, as well as meeting space for
Delicate issue customers.

7. Department space lay-out: See # 8

8. Department space suggestion: I understand the OCEAN BANK 'Branch" building on Lincoln Street is FOR SALE. We recommend this facility be bought by the Town and the Town Clerk's Office be housed in this space. The building is next to a Town School property; it has ample parking for customers and is not off the beaten track; it has a drive-up window configuration which could be utilized by most customers doing renewals. The building has approximately 1,400 sq. feet, is equipped for Internet, phone service, has security in place, a large lobby with customer service areas; has a vault, a full basement for the storage of the Records; has a couple of offices which would serve us well. Our move would free up parking spaces for the downtown area, as well as the Personnel parking area. Our move to this space would allow a better configuation for any renovations to the Town Offices, providing more office space for Finance, Planning, Town Manager, Hurman Resource Director, etc. This purchase and any needed renovations would be more adaptable and beneficial than renovating the entire Town Offices to accomodate our needs plus those of the other offices. It would also preclude a search for property to build a new Town Office Building.

$ 650,000 for bldg.

Voter checklist needs security

Town computers w/ servers

State computers / w/ servers.

bandwidth needs - infrastructure

Web data → public demand greatest.

Building Dept JAN 13, 08

Questions for Employees

1. After review of SMRT findings, do you agree with their summary? Are there any further areas of concern?

   NO INFO Provided !

2. What other departments do you typically associate with for the services you provide? Rank 10 = most often, 1 = least often (need to highlight Departments, Fire, DPW, Police, Parks/Recreation, Library, Welfare, etc.)

   FIRE Dept - 8
   DPW Dept - 6
   Police - 3
   Park & Rec - 1
   LIBRARY - 1
   WELFARE - 1

   Planning 10
   ZBA - 10
   HDC - 10
   CON. COM 6
   Town Manager 4

3. What is the frequency of your use of meeting rooms? What size room is most adequate for your needs (Small, Medium, Large)

   Small - 10-15 People
   4-6 Times Per Month 2-3 hrs

4. How would you do things differently within your department?

   Works Great Just the way it is !
   MAY more space for Filing Cabinets & Public INFO AREA

5. Is your staffing adequate for the services you provide? Yes

MTG 14 FEB 2008

ASSESSING OFFICE MEMORANDUM

TO: BUILDING COMMITTEE

FROM: JOHN DEVITTORI

SUBJECT: TOWN OFFICE

DATE: 1/17/2008

CC:

While it is very important to look into the future for the space needs of T O, it is my opinion after spending many years in this building that immediate attention be addressed to the present issues of the building. The items below are just a few suggestions that may improve health quality, employee moral, and public friendliness for very low cost. The TO first floor is the busiest building in Town and frankly looks the worst.

A] Address present problems that need immediate attention.

Assessing Office Space --- Clean window air exchanger quarterly

Fix electrical jungle by Clerks desk

Replace 4 window drapes; not cleaned for 15 yrs!

Replace 4 windows that have lead paint per November 07 Professional analyses

Clean / shampoo carpet Quarterly

B] General Town Office attention:

Clean –up lobby area; repaint entirely, replace carpet, remove door to center hallway, put up attractive wall hangings, and get rid of toys and other clutter items.

Re-stain all marred wood work in stairway /hallway areas, and thresholds; replace or shampoo carpet regularly

Replace windows in the Novak Meeting room, per lead paint analysis has the largest concentration of lead dust in the building. Employees cannot meet in this room due to air and dust issues.

Repaint, replace carpet, and make more functional the employee break room.

Rearrange each office: furniture, file cab, etc for quality functionality and THROW –OUT boxes, items that are not needed.

1 FEB 2008

Welfare Department Sue Benoit

2. I interact with;

5 Town Receptionist / by phone.

Finance Department

Tax and Water

Police Department

2 Town Clerk occasionally - copies of indexes / by phone.

Town Manager

I do not need to be physically located next to them.

3. I currently am not networked within the town; I operate on the town internet so therefore my work is not backed up by the town. I utilize two computers one for myself and one for my clients to have access to apply for Employment Security, Housing, Jobs, and state and federal benefits etc. The software I am currently using was developed by an IT person several years ago through NH Local Welfare. It is becoming obsolete and we will not have any back up or tech support in the near future. Other towns are going with a local welfare software program designed and owned by Munismart. I have requested this program as eventually we will be able to link to the State welfare agencies and other programs for current data on clients. I utilize the email on the town web site for my clients who email me with questions about services and situations.

check re: back up. where is data backed

4. No my current staffing is not adequate I need someone in the office to assist with clerical work, taking phone calls, covering while I am out of the office and working with the clients. I have used volunteers in the past, but that has not worked out for me. Yes I project growth, with the economy and the amount of low income families in the town of Exeter. The number of clients I see on a weekly basis has increased greatly over the past few years and the amount of time that I have to spend with them to meet their needs.

assistant & share office space

5. I currently keep my records for 7 years. I store them in filing cabinets, boxes, and the closet where ever there is space. Some are done electronically and other paper records are kept.

6. I don't necessarily need a meeting room but I do need a room where I can take a client if a situation arises. I have some spontaneous meetings that I host several times a year in the Novak Room with local agencies.

I need to be located in an area where there are people nearby, with some sort of security system/ alarm button etc. due to my type of work. I require an area that will seat from 1 – 6 individuals, social service representatives or families. A waiting area close to my office that is large enough for several people or families that may need my assistance while waiting for an appointment. Two exits from my office is a good idea

7 & 8. Currently my office is set up the way it needs to be. Other than having a small area for an assistant in the future.

not reimbursed for mileage

extra computer

ASSESSING OFFICE MEMORANDUM

TO: BUILDING COMMITTEE

FROM: JOHN DEVITTORI

SUBJECT: TOWN OFFICE BLDING

DATE: 1/23/2008

CC:

1] NO

2] TAX COLLECTOR=10; BUILDING/ PLANNING=9; TOWN MANAGER=6; ALL OTHERS =1

3] Presently IT backs up the Assessing data daily. Vision Appraisal Co. also can tap into our software and we often do a data dump of the assessment data to Vision. Real Data Corp. works with the DRA for the monthly deeds to conduct the yearly ratio study. This data is done on line where the Assessing office can access the information.

4] Currently our staff needs are adequate, however in the future another employee may be needed in the Assessing office for fieldwork, and data entry. The State of NH may change the tax structure to income, sale, personal property etc. and the need for the Town to adapt may be rapid. Also additional file cabinets and a workstation may be needed. Increased Elderly Exemption, Vets, and other forms of tax relief along with more taxable parcels will increase, as the population gets older. added

5] All current assessment information is stored in master folders in file cabinets, along with Current Use and separate files for Exemptions that need to be kept confidentially, and for the public under the Right to Know Law. We have electronic backup for most pertinent data that is required for the State.

6] The Assessing Office meets with groups or taxpayers of more than two, and is in need of a conference room periodically throughout the year.

7] The Assessing Office should be on the first floor next to the Tax Collectors office .The layout should consist of a long counter area with no glass for the public, along with a segregated public terminal area. The main office should be large enough for future expansion and the Assessor's private office should be large enough for four people comfortably with all the typical office furniture.

8] The inner office for the Assessor needs to be larger, with a table and chairs for taxpayer conferences and a flat surface for plans and general organization. The outside office should also be larger, to encompass a public taxpayer computer terminal, extra filing cabinets, and general areas for maps, plans etc. and added area for future employees. No glass enclosure on counter to separate employees from public is needed, {very impersonal}. Also room for a needed small paper copier machine that is used daily.

Town of Exeter

John !

Date: April 24, 1995

Memo To: Town Office Staff

From: George N. Olson, Town Manager

RE: Master Plan for building

Here it is!

Thank you all for your time in meeting with Tom Emerson of JSA. I trust Tom has done a good job of addressing your ideas and concerns.

Keep in mind this is a concept only. It needs to be reviewed and polished, and made better by everyone's thoughts. As you've had a chance to look it over, please get back to me with your ideas.

As for actually doing what is described, the architect estimates a cost of $138,000, though some of the work, particularly on the second floor, can be done in-house or under contract at a very reasonable cost... $12,000 to $15,000.

The Board of Selectmen will be reviewing the plans and improvements will be part of the 1996 budget process.

GNO:bb

attach.

6/27/2001

Dear Fellow Office Managers,

Using the break room on a daily bases like most employees in the Town Office , I have noticed how dreary , dirty ,and worn the room and the furniture appear. In the last fourteen years I've observed that little has been improved to this room for all T O employees. The table, chairs, appliances are of yard sale vintage. All the left over furniture and other personal property seem to be stored or placed in this room. The sink and counter areas are in an unhealthy state, etc. , etc.

I propose a total remodeling , rearranging ,a revamping of this room for the use of all Town Office employees. Where does the money come from ? Who will do the work ? Will this project improve employee moral ? Are any T O personnel willing to lend a hand ?

I would like your or other employees input , in order to have a cleaner, neater, healthier lunch room. Please give me feedback with your ideas and I will go to George to see what can be done. Thanks.

Looking forward,

John DeVittori

cc. Jack, Barb B, Linda ,Sylvia, Sue, Doug

(over)

John DeVittori ❖ 10 Front Street ❖ Exeter, NH 03833

TOWN OF EXETER INTEROFFICE MEMORANDUM

TO: SUE, LINDA, BARBARA, JOHN, DOUG E., SYLVIA AND JACK

FROM: GEORGE

SUBJECT: BREAK ROOM REFURB

DATE: 7/20/01

John has spoken to m about the interest in doing some work to make the break room a more appealing place. Sounds good to me. How about getting together to go over some ideas and how to implement a refurbishment of the space? Lets meet at 10AM on August 2 in the Wheelwright Room to talk it through. Please invite as many of your staff as would like to attend without having to close down.

Please let John or me know if your have any questions in the interim.

Rcd 2/8/08

Report of a Preservation Survey

Vital Records
Town of Exeter, NH
August 22, 2007

Submitted October 9, 2007 by:

Angelina Altobellis
Field Service Representative
Northeast Document Conservation Center
100 Brickstone Square
Andover, MA 01810
978.470.1010

<aaltobellis@nedcc.org>

EXECUTIVE SUMMARY

On August 22, 2007, Angelina Altobellis, Field Service Representative of the Northeast Document Conservation Center (NEDCC) in Andover, MA, surveyed the vital records of the Exeter, New Hampshire, town clerk for preservation planning purposes. The survey was funded through the Vital Records Preservation Grant Program of the New Hampshire Vital Records Improvement Fund. Of the recommendations in this report, these are the most important:

Recommendations to Implement with Existing Resources

- **To ensure that the building remains in good condition, the interior and exterior of the town office should be inspected regularly by the Town Building Inspector, and preventive maintenance performed according to a schedule.** Routine inspection and maintenance of the building is the best insurance against damage to the collections because it ensures a continuity of attention to the building. Scheduled maintenance will help ensure that problems are identified before they become serious.

- **In addition, the town clerk or the building's custodian should keep a building maintenance log for the town office.** A single document containing the history of building repairs will be a quick resource for staff members' reference. It will also serve to record institutional knowledge of changes to the building that might otherwise be lost due to a change in staff.

- **Inspect the building and fire detection equipment annually.** The building should receive an annual inspection by the fire department to identify any fire hazards that may have developed.

- **Inspect and recharge fire extinguishers annually.** The staff must be certain that the extinguishers will work when and if they need them.

- **Contact the fire department to request training in use of the fire extinguisher.** Ideally, all staff in the town office would receive this training.

- **Contact the fire department to schedule a fire drill.** Ideally, at least two fire drills per year should be conducted in the town office. One of the drills should occur when the building is open to the public.

- **Create a records-specific disaster plan, and share the plan with staff members and selected town officials who may be key responders in the event of a disaster.** For further details, see Section II of this report.

- **When employees eat and drink at their desks, they should be sure to do so carefully and to clean up any crumbs or spilled food or drink.**

- **Never consume food or drink in the records storage vault.**

- **If possible, empty all trash cans that contain food at the end of the day rather than in the morning.** Pests can move more freely when the building is unoccupied and quiet. They will be attracted to food that sits in the building overnight, increasing the likelihood that a problem will develop.

- **Undertake regular housekeeping in the vault, dusting shelves and vital records volumes with a magnetic cloth.** This type of cloth will hold the dust with an electromagnetic charge rather than allowing it to recirculate. For more information about proper cleaning techniques, see preservation leaflet 4.3, "Cleaning Books and Shelves," at www.nedcc.org/resources/leaflets.list.php.

- **An appropriate town official should keep track of all keys held by town employees and ensure that they are returned when they are no longer needed.** The town should distribute keys only to those who truly need after-hours access to the building and/or records storage vault.

- **Keep the vital records storage cabinets locked at all times, unless the town clerk or a member of her staff is retrieving or replacing records.**

- **The police (or other appropriate officials) should check each evening as the town office closes that all visitors have left.**

- **Closing procedures should also include a check that the doors at either end of the records storage vault are locked.** This should be communicated to the selectmen's office, whose occupants share direct access to the vault.

- **Continue to supervise visitors using vital records.** Besides deterring theft, a watchful eye can also prevent mutilation of vital records.

- **Schedule annual testing of the building's motion detectors.**

- **Remove all post-it notes from pages.** Post-it notes contain adhesive that can discolor pages and attract dust and dirt, and should not be used on records with permanent value.

- **Adjust shelves and, if necessary, rearrange binders so that the taller ones (such as those pictured in Photo 5 in the report) do not come up against the lip of the shelf above them.** This action may mean that some binders are out of chronological order, but it will provide for more stable shelving, decreasing the chances of records becoming damaged during retrieval.

- **Determine whether the films held in the town clerk's office are in fact the master negatives.** If they are, the films should not be loaned out or used. Instead, the master negatives, rather than the copies, should be stored at the state archives. The master negative should only be used to make duplicate negatives and use copies. For more information about the proper storage and handling of microfilm, see preservation leaflet 6.1, "Microfilm and Microfiche," at http://www.nedcc.org/resources/leaflets.list.php.

- **The town clerk or a member of her staff should check the microfilm reels to determine whether vital records missing from the list of the microfilm cabinet's contents are actually missing, or whether they were accidentally left off the list.** If the records were never filmed, the town clerk should plan long-term to have them filmed. If they were filmed but not included in the list, a record of them should be added.

Recommendations to Implement with VRIF Grant Funds

(See Appendix A for additional information about the cost of these recommendations.)

- **Prepare a small disaster response kit for water-damaged materials.** The town clerk should decide how much material she and her staff can salvage on their own. Supplies sufficient for that quantity of material should be purchased and stored on-site, in portable, waterproof containers.

- **Also purchase sufficient supplies to protect records from small-scale problems, such as leaks and burst pipes.** Supplies might include plastic sheeting, buckets, mops, etc. The "Worksheet for Outlining a Disaster Plan" (leaflet 3.4 at http://www.nedcc.org/resources/leaflets.list.php) includes a more complete list of supplies.

- **Alternatively, purchase a prepared disaster response kit**, such as the React-Pak, available from University Products (archival supplies are at http://www.archivalsuppliers.com/) as well as other suppliers. Although purchasing a prepared kit is more expensive than buying the supplies separately would be, the convenience may outweigh the extra expense.

- **Monitor environmental conditions in the office with a HOBO Data Logger.** This device collects temperature and relative humidity readings at pre-set intervals, and then stores the data to be downloaded to a computer. Data collected across two changes of season will provide a view of the actual fluctuations in temperature and relative humidity taking place.

- **The Town should hire an industrial hygienist to investigate the air quality inside the town office and to determine corrective actions for its improvement.** The fact that building occupants have experienced physical discomfort of the types described above suggests that the air quality inside the building is poor. Over time, this will cause damage to the vital records by accelerating their deterioration.

- **Purchase UV-filtering sleeves to cover the fluorescent light bulbs in the records storage vault and in all areas where vital records are used.** This will protect records from ultraviolet light generated by the overhead fluorescent bulbs. Building maintenance staff must be aware of these filters so that they do not accidentally discard them when changing light bulbs.

- **When setting priorities for preservation planning, consider purchasing fireproof cabinets to replace each of the steel cabinets currently in use.** Ideally, all vital records would be stored in fireproof cabinets, but space limitations may make this impossible. The town clerk should prioritize the vital records to determine which ones will be stored in the fireproof cabinets. In doing so, she might consider factors such as the age of the records, money spent for conservation treatment of given volumes, and whether microfilm copies exist as surrogates for the original records.

- **Transfer unbound vital records to stable polyester sleeves and archival records binders.**

Long-Term Recommendations

- **The Town should plan long-term for the installation of a wet-pipe sprinkler system in the town office.** This is critical because fire spreads quickly and can destroy a building—and the records it contains—in a matter of minutes. Although it seems counterintuitive from the point of view of water damage, wet-pipe sprinkler systems are widely recommended for records storage areas. Fire has a greater capacity than water to destroy records in a very short amount of time. Wet-pipe sprinkler systems have low failure rates and are relatively inexpensive to install and operate. At the same time, conservators have gained expertise in treatment of water damaged records. Before any decisions are made, however, the town should consult a fire safety engineer. Contact NEDCC for recommendations.

- **The Town should also plan long-term for the installation of a year-round climate control system in the town office.** High temperatures and relative humidity levels cause accelerated aging of paper-based materials. Fluctuations in temperature and relative humidity also contribute to this process because they place stress on paper fibers as the fibers absorb and release moisture. For more information, see Section II.E of the Appendix.

I hope this report will help the Exeter town clerk as she sets a course for future preservation efforts and additional VRIF grant applications.

Respectfully submitted,

Angelina Altobellis, Field Service Representative
Northeast Document Conservation Center
100 Brickstone Square
Andover, MA 01810-1494
978.470.1010
<aaltobellis@nedcc.org>

October 9, 2007

CONTENTS

INTRODUCTION

Preservation and Conservation

In general conversation, the terms "preservation" and "conservation" are often used interchangeably, despite significant differences in meaning. In this report, the term "preservation" refers to all actions taken to keep records and/or the information they contain in usable condition for as long as they are required for use. In most circumstances, preservation actions benefit groups of records, rather than individual items. In contrast, "conservation" refers to individual treatment of specific items, often to remedy damage or deterioration. As such, conservation is one component of preservation, which also encompasses environmental control, storage, handing, security, housekeeping, and reformatting. Because conservation treatment benefits only the item that is treated, while preservation actions benefit groups of records, preservation is often a more efficient use of limited resources than conservation treatment.

It is important to remember that different materials are useful for different periods of time. A town might wish to preserve its founding documents or vital records forever, and go to great lengths—often including conservation treatment—to do so. At the other end of the spectrum, some materials are useful only for a finite period of time, becoming irrelevant before they deteriorate from normal use. Preservation of these materials might consist only of protecting them from floods, fires, and other unexpected events that would destroy them immediately.

The Preservation Survey

On August 22, 2007, Angelina Altobellis, Field Service Representative of the Northeast Document Conservation Center (NEDCC) in Andover, MA, surveyed paper-based vital records in the Exeter, New Hampshire, town clerk's office for preservation planning purposes. The survey was funded by the NH Secretary of State, through the Vital Records Preservation Grant Program of the New Hampshire Vital Records Improvement Fund. Observations and recommendations are based on a site visit and discussions with the town clerk, Linda Hartson.

The purpose of a preservation planning survey is to:

- evaluate the building and environment as they relate to the preservation needs of vital records
- examine storage and handling procedures
- assess the general condition of the vital records
- make recommendations for planned renovation or new construction, if appropriate.

Observations and recommendations formulated during the site visit will be presented in this report. This report is intended for continuing reference. The body of the report contains observations and recommendations specific to Exeter. Observations are printed in plain type, while recommendations are printed in bold. Appendix A, following the report, contains cost estimates for some of the most important recommendations, while Appendix B contains general background information and a summary of current standard preservation practices. For clarity's sake, the report and Appendix B follow the same outline; additional information about any section of the report may be found in the corresponding section of Appendix B.

Reference will be made to the preservation leaflets available electronically on NEDCC's website (http://www.nedcc.org/). The NH Department of State's "Best Practices Guidelines for Vital Records Preservation" is included with the report; these guidelines are also available on the Division of Archives and Records Management's website, at http://www.sos.nh.gov/VitalRecords/Publications/BP.Guidelines.v4.pdf.

I hope that this report will prove useful to the town clerk and other town administrators as they plan for preservation of the paper-based vital records in their care, and prepare additional applications through the Vital Records Improvement Fund grant program.

I. PRESERVATION ACHIEVEMENTS & PLANNING

The Town of Exeter, in Rockingham County, New Hampshire, was founded in 1638. When its first census took place in 1790, the town reported 1,722 residents. Exeter's population more than doubled between 1950 and 2000, growing from 5,664 to 14,098 residents. The 2005 census estimated the town's population at 14,563.

Town clerk Linda Hartson is responsible for the preservation of Exeter's vital records. She works full-time and is assisted by two full-time equivalent (FTE) assistant clerks and two FTE support staff. The town's vital records include birth, marriage, and death records from 1657 to 2002. They comprise 261 bound volumes and binders.

Ms. Hartson has served as Exeter's town clerk for twenty years, and in that time she has taken excellent care of the town's vital records. Since 1990, after successful lobbying for funding from the town, she has sent all vital records dating through 1962 to Brown's River for treatment. Bound volumes have been disbound and rebound, with pages cleaned, deacidified, encapsulated and mended as needed. Unbound records, formerly in acidic blue canvas binders, have been cleaned, deacidified, encapsulated and mended as needed, and post-bound. In addition to having the books treated, Ms. Hartson has also had most of the town's vital records through 1990 microfilmed. In January 2007, she attended a "Basics of Vital Records Preservation" workshop taught by NEDCC. It is hoped that this report will provide useful recommendations that will allow the town clerk to work with the Town of Exeter in planning for future preservation efforts.

II. BUILDING & ENVIRONMENTAL CONDITIONS

The Building

Exeter's Town Office building was constructed in 1900. Renovations were conducted in the 1930s, and for the last several years, town officials have discussed the possibility of renovating the building and offices. The town clerk reported that a timeline for undertaking renovations has not been established. The town clerk has a shortage of space not only for staff workstations but also for records storage. For these and other reasons to be presented in the present section of this report, it would not be impractical for the Town to prepare for and carry out building renovations in the near future.

- **To ensure that the town office building provides an appropriate environment for records storage, the Town should plan for improvements to the building that will provide for the growth of records holdings, year-round climate control, and a fire suppression system.** As this report will elaborate, the useful life of the original vital records will be greatly benefited by storage in proper environmental conditions.

- **To ensure that the building remains in good condition, the interior and exterior of the town office should be inspected regularly by the Town Building Inspector, and preventive maintenance performed according to a schedule.** Routine inspection and maintenance of the building is the best insurance against damage to the collections because it ensures a continuity of attention to the building. Scheduled maintenance will help ensure that problems are identified before they become serious.

- **In addition, the town clerk or the building's custodian should keep a building maintenance log for the town office.** A single document containing the history of building repairs will be a quick resource for staff members' reference. It will also serve to record institutional knowledge of changes to the building that might otherwise be lost due to a change in staff.

Protection from Water Damage

The building has a slate roof that was last replaced in 2000. It is a hip roof, and drainage is effected only by its slopes. There are no gutters. The roof is inspected annually and repaired as needed. The town clerk has not had a problem with leaks or with any type of water damage in her offices or in the records storage vault. The base of all vital records storage cabinets and shelves stands between 4" and 4 ½" from the floor. This is a good amount of space because it would likely keep records above water in the event a flood—whether from a natural disaster or a burst pipe.

- **Continue annual inspections and necessary maintenance of the roof.** It is excellent that this is already underway.

Protection from Fire Damage

The building is equipped with heat and smoke detectors wired directly to the Exeter Fire Department and Dispatch. These devices are inspected and tested annually, which is good, as is the fact that one of the smoke detectors is located in the vault. The building does not have a fire suppression system, however, which places the records at significant risk of destruction by fire. Fire extinguishers are available; one is located immediately outside the door to the vault. Staff members have not been trained to use them. The town clerk is uncertain of the extent to which the extinguishers are inspected. Fire drills are only rarely conducted, and smoking is prohibited in the building.

- **Inspect the building and fire detection equipment annually.** The building should receive an annual inspection by the fire department to identify any fire hazards that may have developed.

- **Inspect and recharge fire extinguishers annually.** The staff must be certain that the extinguishers will work when and if they need them.

- **Contact the fire department to request training in use of the fire extinguisher.** Ideally, all staff in the town office would receive this training.

- **Contact the fire department to schedule a fire drill.** Ideally, at least two fire drills per year should be conducted in the town office. One of the drills should occur when the building is open to the public.

- **The Town should plan long-term for the installation of a wet-pipe sprinkler system in the town office.** This is critical because fire spreads quickly and can destroy a building—and the records it contains—in a matter of minutes. Although it seems counterintuitive from the point of view of water damage, wet-pipe sprinkler systems are widely recommended for records storage areas. Fire has a greater capacity than water to destroy records in a very short amount of time. Wet-pipe sprinkler systems have low failure rates and are relatively inexpensive to install and operate. At the same time, conservators have gained expertise in treatment of water damaged records. Before any decisions are made, however, the town should consult a fire safety engineer. Contact NEDCC for recommendations.

- **Closing procedures in the town office should include a check that any kitchen appliances such as coffee makers and toaster ovens, as well as any other small appliances such as space heaters, are unplugged or turned off.** This will reduce the risk of fire caused by an overheated appliance.

Emergency Preparedness

A disaster plan is not in place for Exeter's vital records. Neither the town clerk nor her staff has been trained in disaster planning or recovery. Fortunately, the records have not undergone significant damage in the past five years.

- **Prepare a small disaster response kit for water-damaged materials.** The town clerk should decide how much material she and her staff can salvage on their own. Supplies sufficient for that quantity of material should be purchased and stored on-site, in portable, waterproof containers.

- **Also purchase sufficient supplies to protect records from small-scale problems, such as leaks and burst pipes.** Supplies might include plastic sheeting, buckets, mops, etc. The "Worksheet for Outlining a Disaster Plan" (leaflet 3.4 at http://www.nedcc.org/resources/leaflets.list.php) includes a more complete list of supplies.

    - **Alternatively, purchase a prepared disaster response kit**, such as the React-Pak, available from University Products (archival supplies are at http://www.archivalsuppliers.com/) as well as other suppliers. Although purchasing a prepared kit is more expensive than buying the supplies separately would be, the convenience may outweigh the extra expense.

- **Create a records-specific disaster plan, and share the plan with staff members and selected town officials who may be key responders in the event of a disaster.** Several guides are available to help create a disaster plan.

    - **NEDCC and the Massachusetts Board of Library Commissioners have developed a free on-line disaster planning tool, dPlan™, available at http://www.dplan.org.** Although the tool was created in cooperation with a library organization, it is applicable to vital records as well as library materials. Using the tool, the town clerk will only need to collect and input information about the records, staff, and building; the tool will automatically generate a complete plan.

- **Alternatively, the Council of State Archivists has developed the Pocket Response Plan™ (PReP™), a guide to disaster response for state archivists.** They have made a generic version of the guide, applicable to all types of records repositories. Templates for preparing a PReP™ are available at http://www.statearchivists.org/prepare/index.htm (scroll down to "Templates" in the "Pocket Response Plan™" section).

➢ **Format the disaster plan so it is easy to use.** The town clerk and other town officials are likely to be worried, anxious, and upset as they respond to an emergency, so the plan should be as easy to use as possible. The location of vital records should be known to all responders.

➢ **Review and update the plan annually.** At minimum, provisions should also be made for updating and reviewing the plan once each year. Contact information for key responders and service providers may need to be updated more often.

➢ **Store up-to-date copies of the plan off-site, in case the town office is inaccessible as a result of disaster.** Key responders should have copies in their homes or cars. Other locations, such as the state archives or town clerks' offices in neighboring towns and cities, should also be considered.

➢ **At minimum, collect the following information for use in the event of an emergency:**

- Staff contact information—work, home, and cell phone numbers.
- Phone numbers and contact names for providers of local freezing services, building dry-out services and vacuum freeze-drying services.
- Sources for the purchase of additional supplies, such as fans, plastic milk crates, mops, blank newsprint, etc., beyond those included in the disaster response kits.
- Proper procedures for drying specific types of material.
- Information about insurance coverage.
- The location of priority items to be rescued in the event of a disaster.

Temperature, Relative Humidity & Air Quality

Temperature and relative humidity in the town office fluctuate substantially from season to season. The building is heated by forced hot air distributed by baseboard units. In addition, the records storage vault contains a second heating unit, a Modine box unit suspended in one corner. Window air conditioning units are used to cool the town clerk's office in hot weather; they are only minimally effective, however, and the town clerk noted that the cool air "does not really travel." A thermometer inside the vault indicated that the temperature at the time of the site visit was 74°F. A portable fan was set up at the far end of the vault to facilitate air circulation. The town clerk does not conduct environmental monitoring, and there is no schedule in place to inspect the heating system.

➢ **As recommended above, the Town should plan long-term for the installation of a year-round climate control system in the town office.** High temperatures and relative humidity levels cause accelerated aging of paper-based materials. Fluctuations in temperature and relative humidity also contribute to this process because they place stress on paper fibers as the fibers absorb and release moisture. For more information, see Section II.E of the Appendix.

➢ **Monitor environmental conditions in the office with a HOBO Data Logger.** This device collects temperature and relative humidity readings at pre-set intervals, and then stores the data to be downloaded to a computer. Data collected across two changes of season will provide a view of the actual fluctuations in temperature and relative humidity taking place.

➢ **To the extent possible, maintain a consistent temperature, ideally not above 70°F, using the available heating and cooling systems.**

- During periods of hot weather, use a portable air conditioning unit to lower the temperature in the records storage vault.
- When relative humidity rises above 50%, use a portable dehumidifier to lower it.

➢ **Continue to use a portable fan to facilitate air circulation in the records storage vault.**

➢ **If the records storage vault becomes warm or humid for extended periods, check records periodically for mold.**

➢ **Schedule annual inspection and maintenance of the heating system.**

The town clerk believes that the town office has a significant mold problem. Though mold was not found on any of the vital records volumes, the town clerk observed that a mold odor is "sometimes so bad you can't breathe." Several employees experience moderate to severe allergic reactions when they are in the building. One former employee, who was asthmatic, became seriously ill a few months after beginning work in the town clerk's office. At her doctor's urging, she chose to leave her position to protect her health. The town clerk herself develops a sore throat during meetings in the second floor conference room. These symptoms point to serious problems with the air quality in the town office. Inadequate ventilation is one possible cause. Other causes could include the presence of chemical contaminants from indoor or outdoor sources, and biological contaminants (such as mold). Please see Appendix section II.E for more information about the effects of air quality on paper-based materials.

➢ **The Town should hire an industrial hygienist to investigate the air quality inside the town office and to determine corrective actions for its improvement.** The fact that building occupants have experienced physical discomfort of the types described above suggests that the air quality inside the building is poor. Over time, this will cause damage to the vital records by accelerating their deterioration.

Protection from Light Damage

Vital records are stored in a windowless vault illuminated constantly during working hours by fluorescent bulbs. A shortage of space required the placement of three small workstations in the vault, and the lights are kept on for employees working there. UV-filtering sleeves are not used. While most of the vital records are kept in steel cabinets, some are kept on open shelves, exposing them to light. The areas where vital records are used are also illuminated by fluorescent light.

➢ **Purchase UV-filtering sleeves to cover the fluorescent light bulbs in the records storage vault and in all areas where vital records are used.** This will protect records from ultraviolet light generated by the overhead fluorescent bulbs. Building maintenance staff must be aware of these filters so that they do not accidentally discard them when changing light bulbs.

➢ **In the long run, it would be ideal for the vital records to be stored in a dark storage vault.** Due to space constraints that necessitate the location of employee workstations in the records storage vault, this is obviously not feasible at present. However, minimizing light in the records storage environment should be taken into consideration whenever plans to renovate the town office are made.

Pest Management & Housekeeping

The town clerk has not observed evidence of pests or rodents in the building. Chemical extermination is not performed. Employees may consume food and drink anywhere in the building. Food and drink are consumed in the records storage vault, albeit rarely. Food waste is disposed of in the kitchen, and is removed each morning. The covers of several vital records volumes kept on the roller shelves were found to be coated in a thin layer of dust.

- **Store all food in tightly closed glass, metal or plastic containers, or in the refrigerator.**

- **When employees eat and drink at their desks, they should be sure to do so carefully and to clean up any crumbs or spilled food or drink.**

- **Never consume food or drink in the records storage vault.**

- **If possible, empty all trash cans that contain food at the end of the day rather than in the morning.** Pests can move more freely when the building is unoccupied and quiet. They will be attracted to food that sits in the building overnight, increasing the likelihood that a problem will develop.

- **Continue to avoid chemical extermination, except as a last resort when all other means have failed.** Instead, pests should be controlled through the practice of integrated pest management (IPM), which focuses on eliminating pests' habitats and sources of food. IPM is described in further detail in preservation leaflet 3.10, "Integrated Pest Management," at http://www.nedcc.org/resources/leaflets.list.php.

- **Undertake regular housekeeping in the vault, dusting shelves and vital records volumes with a magnetic cloth.** This type of cloth will hold the dust with an electromagnetic charge rather than allowing it to recirculate. For more information about proper cleaning techniques, see preservation leaflet 4.3, "Cleaning Books and Shelves," at www.nedcc.org/resources/leaflets.list.php.

Protection from Theft & Vandalism

An unknown number of people have keys to the town office. Vital records are kept in a storage vault adjoining both the town clerk's office (at one end) and the selectmen's office (at the other end). A majority of the vital records are kept in locking storage cabinets. Management personnel and office staff have keys to the vault. As mentioned above, it is left open during business hours for staff working there, and various staff members come in and out throughout the day to access other town records as well as office supplies. Visitors are permitted to handle vital records, which are used in the lobby to the town clerk's office, staffed by one employee behind a desk and at least one other at a service window. Visitors are asked to stay within sight of an employee while they are using the records.

Individual offices are equipped with intrusion alarms that are wired to the police station and inspected annually. Motion detectors are installed throughout the building, but they have not been tested in over five years.

- **An appropriate town official should keep track of all keys held by town employees and ensure that they are returned when they are no longer needed.** The town should distribute keys only to those who truly need after-hours access to the building and/or records storage vault.

- **Keep the vital records storage cabinets locked at all times, unless the town clerk or a member of her staff is retrieving or replacing records.**

- **The police (or other appropriate officials) should check each evening as the town office closes that all visitors have left.**

- **Closing procedures should also include a check that the doors at either end of the records storage vault are locked.** This should be communicated to the selectmen's office, whose occupants share direct access to the vault.

- **It is advisable to change exterior locks from time to time, particularly if any staff members leave under negative circumstances, or if a key is misplaced.**

- **Continue to supervise visitors using vital records.** Besides deterring theft, a watchful eye can also prevent mutilation of vital records.

- **Schedule annual testing of the building's motion detectors.**

III. STORING & HANDLING VITAL RECORDS

As explained above, Exeter's vital records are stored in a vault adjoining the town clerk's office and the board of selectmen's office. Each office has access through a door on either end of the vault. Vital records dating from 1657 to 1947 are stored flat on roller shelves; records dating 1948 to 2002 are housed in four locking steel cabinets. (Photos 1 and 2)

Poor air quality and fire are the largest threats to the long-term preservation of Exeter's vital records. Air quality is discussed in Section II above, in the section titled "Temperature, Relative Humidity and Air Quality." The threat from fire, resulting from lack of a fire suppression system in the building, could be addressed by storing records in fireproof cabinets. Finding space for these cabinets could prove to be a challenge, however. While improving the air quality in the town office should be Exeter's top priority, protecting records from fire comes in as a close second.

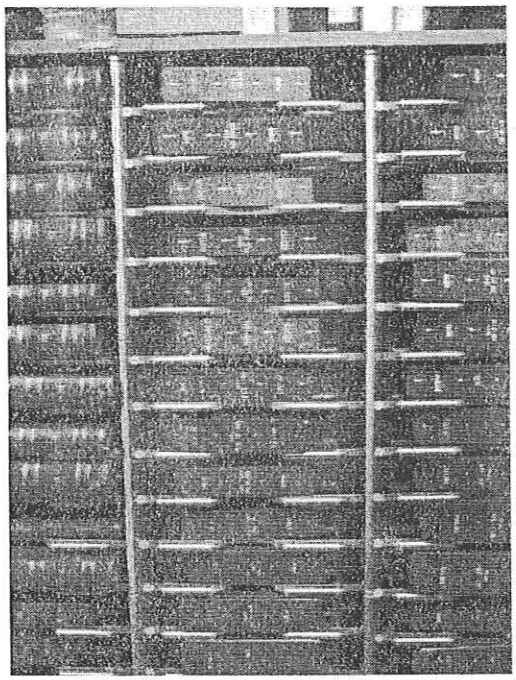


Photo 1
Vital records stored on roller shelves.

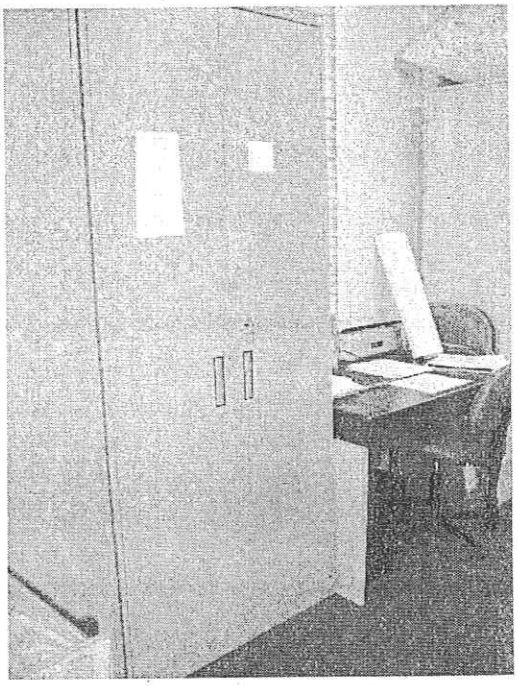


Photo 2
Vital records are also housed in steel cabinets.

- **When setting priorities for preservation planning, consider purchasing fireproof cabinets to replace each of the steel cabinets currently in use.** Ideally, all vital records would be stored in fireproof cabinets, but space limitations may make this impossible. The town clerk should prioritize the vital records to determine which ones will be stored in the fireproof cabinets. In doing so, she might consider factors such as the age of the records, money spent for conservation treatment of a given volume, and whether microfilm copies exist as surrogates for the original records.

Bound Records

All vital records dating through 1962 have been treated by Brown's River. This includes bound volumes dating from 1657 to 1937. Treatments have included disbinding and rebinding, as well as cleaning, deacidification, mending, and encapsulation of pages. All record books examined were in excellent

condition. As noted in Section II above, though, some records books shelved flat on roller shelves were coated with a thin layer of dust.

- **Undertake regular housekeeping in the vault, dusting shelves and vital records volumes with a magnetic cloth.** This type of cloth will hold the dust with an electromagnetic charge rather than allowing it to recirculate. For more information about proper cleaning techniques, see preservation leaflet 4.3, "Cleaning Books and Shelves," at www.nedcc.org/resources/leaflets.list.php.

Unbound Records

Unbound vital records dating from 1938 to 1962 have been treated by Brown's River. Treatment has included cleaning, deacidification, mending, and encapsulation of records, followed by placement in records binders. Vital records that have not been treated are housed in canvas as well as vinyl ring and swing hinge binders. The records in canvas binders are generally in good condition, though some are curled and tearing along the edge. (Photo 3) Binders that are too large or too small for the records they contain are a problem, particularly for vital records from 1986 to 2002. Where the binders are too large for the records they contain, the papers hang from the binder rings, causing stress and tearing of the paper. Conversely, where a binder is too small for the certificates it contains, the edges of the papers are not protected. Post-it notes were found affixed to some records. Some binders contain records from multiple years which are divided in the binder with pieces of thin cardboard labeled with marker. (Photo 4)

Some of the records treated by Brown's River and housed in records binders share cabinet space with untreated vital records in blue canvas binders. While the shelf height is tall enough to accommodate the canvas binders, they are slightly too short for the records binders, which abut the lip of each shelf edge and are difficult to remove. (Photo 5)

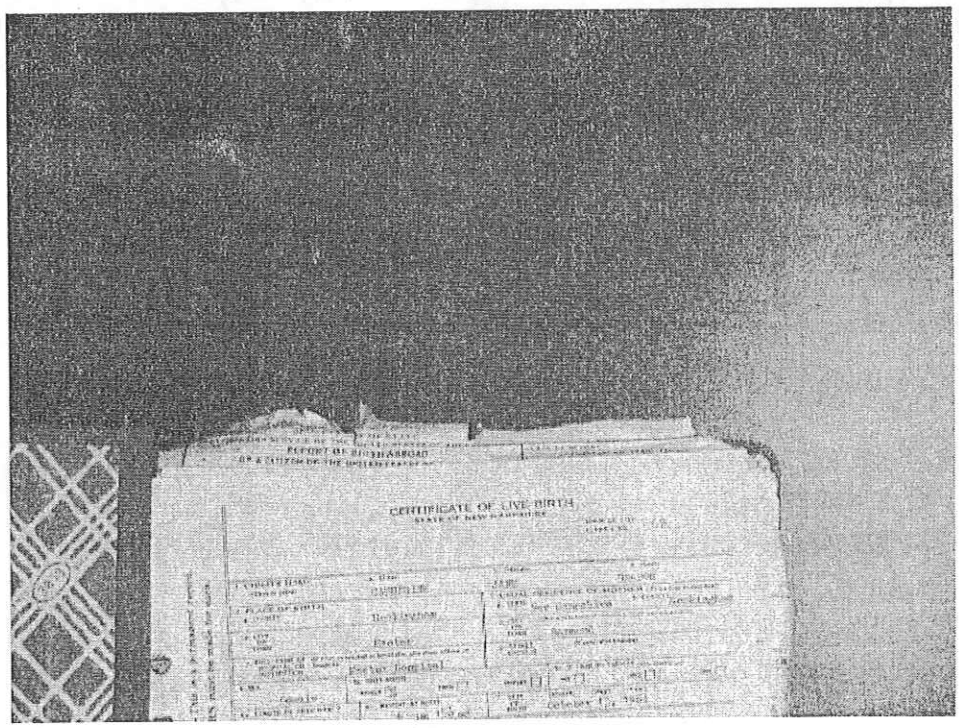


Photo 3
Some vital records housed in blue canvas binders are damaged along the edge.

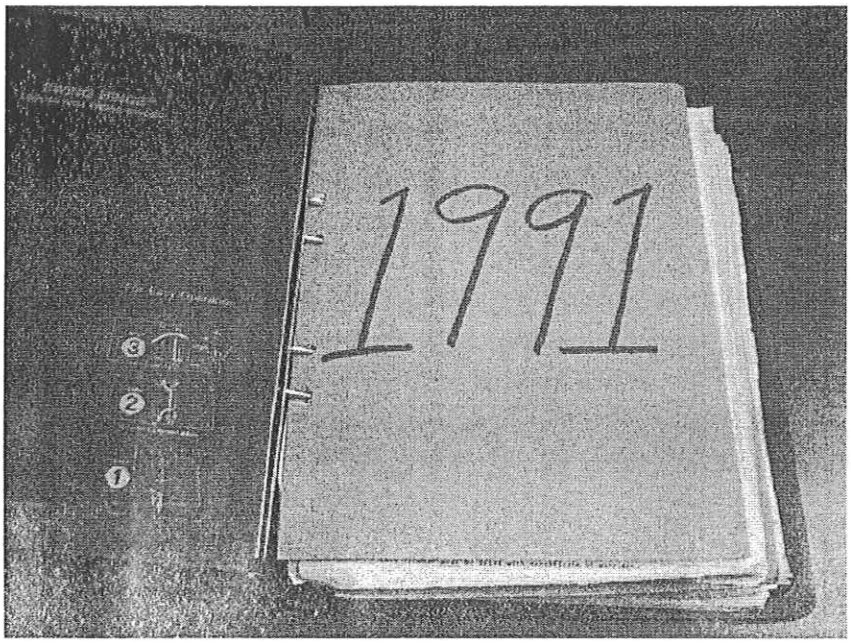


Photo 4
A few binders contained records from multiple years, which were divided by pieces of cardboard labeled with marker.

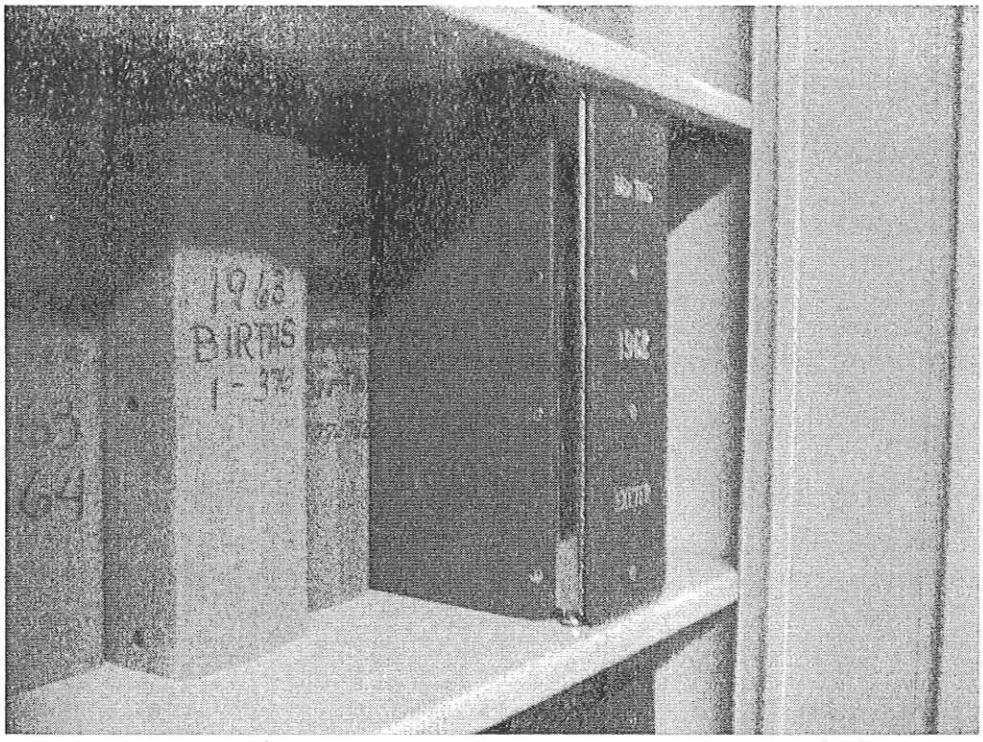


Photo 5
A number of records binders are too tall for their shelves, and are difficult to remove.

- **Transfer unbound vital records to stable polyester sleeves and archival records binders.**

- **Remove all post-it notes from pages.** Post-it notes contain adhesive that can discolor pages and attract dust and dirt, and should not be used on records with permanent value.

- **Discontinue dividing records with cardboard, even once the records have been placed in sleeves.** Cardboard of the type used is acidic, and should not be used with records of permanent value.

- **Adjust shelves and, if necessary, rearrange binders so that the taller ones (such as those pictured in Photo 5) do not come up against the lip of the shelf above them.** This action may mean that some binders are out of chronological order, but it will provide for more stable shelving, decreasing the chances of records becoming damaged during retrieval.

IV. REPLACEMENT & TREATMENT STRATEGIES

Reformatting: Microfilm & Digitization

Vital records dating from 1657 to 1990, with a few gaps, have been microfilmed, and copies have been sent to the state archives. The town clerk believes that she holds the master negatives, which are stored in a powder-coated steel microfilm cabinet with drawers. While the town office does not have a microfilm reader, selectmen and town employees may sign films out for viewing at the public library.

A review of a list of the microfilm cabinet's contents indicated a handful of gaps in the vital records filmed. These include:

- Births, Marriages and Deaths 1976-1977
- Marriages 1972
- Marriages and Deaths 1971
- Marriages 1966-1970
- Deaths 1967-1968
- Marriages 1953-1956
- Deaths 1949-1955
- Marriages 1937
- Deaths 1937
- Births 1910-1914

- **Determine whether the films held in the town clerk's office are in fact the master negatives.** If they are, the films should not be loaned out or used. Instead, the master negatives, rather than the copies, should be stored at the state archives. The master negative should only be used to make duplicate negatives and use copies. For more information about the proper storage and handling of microfilm, see preservation leaflet 6.1, "Microfilm and Microfiche," at http://www.nedcc.org/resources/leaflets.list.php.

- **The town clerk or a member of her staff should check the microfilm reels to determine whether vital records missing from the list of the microfilm cabinet's contents are actually missing, or whether they were accidentally left off the list.** If the records were never filmed, the town clerk should plan long-term to have them filmed. If they were filmed but not included in the list, a record of them should be added.

- **To meet preservation requirements, microfilming performed for the town by outside vendors should follow the appropriate ANSI standards, outlined in the bibliography of preservation leaflet 6.1, "Microfilm and Microfiche," at http://www.nedcc.org/resources/leaflets.list.php.**

- **Any vital records which receive conservation treatment in the future should be microfilmed.** Microfilming is now required when records are conserved with state grants, and it is advisable for other records as well.

In-House Repair & Professional Conservation Treatment

As explained in Sections I and III above, the town clerk has had all vital records dating to 1962 treated by Brown's River. Bound volumes have been disbound and rebound, with pages cleaned, deacidified, encapsulated and mended as needed. Unbound records, formerly in acidic blue canvas binders, have been cleaned, deacidified, encapsulated and mended as needed, and post-bound. Treatment reports are affixed to the rear paste-down of each volume or binder. These records are in excellent condition.

Given other, more pressing needs to be addressed, conservation treatment of vital records should not be a priority at this time. Instead, funds should be used to identify and resolve problems with indoor air quality, and to purchase archival housing for untreated vital records as well as fireproof cabinets.

APPENDIX A: COST

1. **Data logger and accompanying software**, from University Products:

Quantity	Item Number	Description	Orig. Price	Discount	Final Price*
1	982-H14001	HOBO Data Logger with Display and Alarm Output	$199.00	-10%	$180.00
1	982-H14001	BoxCar Pro for Windows	$95.00	-10%	$86.00

2. **React-Paks**, from University Products:

Quantity	Item Number	Description	Orig. Price	Discount	Final Price*
2	108-REAC	React Pak	$210.00	-10%	$378.00

Note: Similar kits from another vendor, or similar supplies purchased individually, would also be appropriate.

3. **Binders and Sheet Protectors**, from University Products:

Quantity	Item Number	Description	Orig. Price	Discount	Final Price*
200	533-5811T	Archival Poly. Vis-U-Lopes	50/pk. $40.00	-10%	$7,200.00
50	710-NH	Perma-Dur Records Binders	$24.00	-10%	$1,080.00
50	710-12SC	Slipcases for Binders	$22.85	-10%	$1029.00

Because the Vis-U-Lopes come in packages of 50 and each binder can hold approximately 200 Vis-U-Lopes with certificates, 4 packages of Vis-U-Lopes should be ordered for each binder.

4. **UV-Filtering Sleeves**, from University Products:

Quantity	Item Number	Description	Orig. Price	Discount	Final Price*
1	413-T-10	UV Fluorescent Light Filters	$65.00	-10%	$59.00

Total: **$10,012.00**

*Note: prices marked with an asterisk are rounded to the next dollar, and do not include shipping

Funds could also be used to pay for the services of an industrial hygienist, as recommended in this report, or to purchase fireproof storage cabinets.

Fireproof cabinets, from Donnegan Systems, Inc.:

Quantity	Item Number	Description	Orig. Price	Discount	Final Price
4	CF7236-F	FireKing Storage Cabinet	$2,450.00	--	$9,800.00

APPENDIX B: STANDARDS AND BEST PRACTICES

I. PRESERVATION ACHIEVEMENTS & PLANNING

The most basic requirement for successful preservation planning is local commitment: from the town clerk, the board of selectmen, other public officials, and at least a few key staff members. An effective preservation program requires effort and involves expense—for space, staffing, environmental control, storage supplies and equipment, and/or other strategies. Administration and staff must be willing to find the time and at least some money to undertake preservation activities.

Of course, few cities have sufficient resources to address all preservation needs of all records. When resources are limited, choices must be made among preservation activities. Every city with records of enduring value should have a preservation plan that weighs the needs of the records against municipal resources and provides a list of priority preservation actions.

This preservation survey report may be viewed as the first step in creating a preservation plan, but it is not itself a plan. This report identifies preservation needs and provides an executive summary that offers some guidance in prioritizing these needs. However, it cannot take into consideration many other factors that must be considered when balancing the needs of collections and institutional resources.

Some factors change as local circumstances change; these include available funding for preservation, staff time and expertise, and user demand for records. Others require an in-depth understanding of the city and its records that only the staff posses, such as political considerations and the relative value of different groups of records.

There is general consensus regarding the factors to be considered when prioritizing potential preservation actions:

- Use—records that are used frequently, whether by officials, staff or researchers, may be at higher risk than other records.
- Storage—materials that are stored under adverse conditions, whether in an unstable environment or in damaging enclosures, may require prompt preservation action.
- Condition—items or records in fragile condition may be at risk of loss unless they receive attention quickly.
- Value—either absolute value (rarity, monetary worth, intrinsic or associational value, etc.) and/or relative value of records to the city may influence preservation priorities. Whether records have long- or short-term value to the city will also influence decision-making.
- Format—whether or not materials need to be preserved in their original format will also influence priorities.
- In general, preservation activities may be compared using the following criteria:
- Impact—those actions that will result in dramatic improvement or that will affect the greatest number of items will often be the highest priority (for example, improving climate control, rehousing records, or microfilming fragile materials).
- Feasibility—this factor is essential; it includes staffing levels and expertise, financial considerations (outside funding, capital outlay, operating costs, expenses for materials and services), policy and procedural changes required, and political considerations. Even if the impact of a preservation action is high, it may be given a low priority if implementation is not feasible.

- Urgency—there will always be some activities that require immediate action; records may be damaged or lost, or an opportunity to act on a particular project may be lost, if action is not taken.

II. BUILDING & ENVIRONMENTAL CONDITIONS

A. The Building

The most effective way to preserve large numbers of paper-based records for the longest possible time is to control temperature, relative humidity, air quality, and light; to provide routine housekeeping; and to use good storage and handling techniques. Installation of fire detection and suppression systems is also a high priority. In addition, protection from water damage, theft, and vandalism is critical for collections as a whole.

The building and vault in which records are stored are central to all of these activities. Unless the building is sound, it cannot support climate control, prevent the entrance of pests and intruders, or protect records from fire, water, and other disasters. To ensure that the building remains sound, regular preventive maintenance should be provided on a fixed calendar basis, with inspection of roof, gutters, skylights, flashings, drains, HVAC equipment, security and fire safety equipment, etc., and cleaning or repair as needed. A log of building maintenance and problems should be kept.

B. Protection from Water Damage

Protecting paper-based records from water is central to their preservation. Even a minor water accident such as a leaky pipe can cause extensive and irreparable damage to collections through mold, staining and physical distortion.

The best insurance against possible water damage is to perform regular inspection of roof covering and flashings, with repair and/or replacement as needed. Gutters and drains must be cleaned frequently. Storage of records under water pipes, steam pipes, lavatories, air conditioning mechanical equipment or other sources of water must be avoided. Sprinkler pipes, which must undergo rigorous testing to meet fire code, may be located over records, as the protection provided by a sprinkler system dwarfs the risk of damage from leaks. Records should never be stored on the floor, but should always be raised at least four inches from the floor on shelving or pallets. Storage in basements or in other areas where the threat of flooding is great must be avoided.

If records must be stored in areas vulnerable to flooding, water-sensing alarms should be installed so that water is detected quickly. All staff working in the building should familiarize themselves with the location and operation of water mains and shut-off valves in case the water supply must be shut off during an emergency.

C. Protection from Fire Damage

All other preservation activities become moot if records are destroyed by fire. For this reason, fire prevention and protection come under the purview of a preservation survey. Although vaults are designed to be fire resistant, later alterations or construction may reduce their resistance. For this reason, simply placing records in the vault is not sufficient to ensure their survival.

Speed is of the essence in responding to fires, and in limiting the damages they cause.
All buildings housing records of value should therefore be equipped throughout with heat and smoke sensors, wired directly to the local fire department and/or to another central monitoring agency. Fixed-temperature heat sensors by themselves are insufficient in that they will not detect smoldering fires; rate-of-rise sensors are better in that they are activated by a sudden, small increase in temperature. Smoke detectors alone are not ideal since they have a relatively high rate of mechanical failure. Therefore, both rate-of-rise heat sensors and smoke sensors should be used. All detectors should be tested on a

regularly scheduled basis, preferably quarterly and maintained regularly as recommended by the manufacturer.

All existing fire hazards should be eliminated and regular fire drills should be held. Town halls and buildings that hold city records should be equipped throughout with portable fire extinguishers; these must be inspected annually. Most local fire departments will provide fire inspections and assist the town clerk in developing a fire safety program. This should include training staff in evacuation procedures and the use of portable fire extinguishers. If local firefighters are acquainted with the vault and the town clerk's records before a fire, they may be able to take preservation priorities into account in their fire-fighting strategies.

The preservation community's recommendations for automatic fire suppression have undergone significant changes in the past ten to fifteen years. Traditionally, the subject of automatic sprinklers in buildings that house paper-based records has been controversial. In the past, there has been substantial anti-sprinkler sentiment on the part of conservators. However, modern wet-pipe sprinkler systems are increasingly recommended for records repositories, due to their relative low cost, ease of maintenance and dependability. The rate of accidental discharge has been estimated at only 1 in 1,000,000 heads or better.

Studies indicate that 43% of fires are extinguished by only one sprinkler head and that 70% are extinguished by no more than three heads. The average sprinkler head discharges 20-25 gallons per minute in a relatively gentle spray. Such limited sprinkler action would cause water damage to a relatively small portion of records, in contrast to the devastating damage resulting to both building and records from the deluge of pressurized fire hoses during an uncontrollable fire. These statistics, combined with the fact that we now have technologically sophisticated methods of drying water-damaged materials, make the installation of sprinklers in repositories much less ominous than it might once have seemed. It should be noted that the Smithsonian Institution and the National Archives have both installed wet-pipe sprinkler systems in their collections storage areas.

Pre-action sprinkler systems, in which the pipes are dry until a signal from an auxiliary smoke/heat detection system causes them to fill, are recommended by some preservation professionals. These systems are complex and more difficult to design and install than wet-pipe systems. They depend on proper maintenance and operation of the auxiliary detection system and there is thus slightly more chance of malfunction.

Automatic Halon suppression systems were once considered ideal for special and sensitive collections. Unfortunately, Halon is roughly ten times more damaging to the earth's ozone layer than freon, so production of Halon gas has ceased.

A number of substitutes are available, including FM-200, FE-13, and Inergen, but these share many of the risks of Halon systems. Such systems require above-average maintenance and are suitable only for protecting the contents of a tightly sealed room that can contain the gas once it is discharged. Any breach to the room will allow the gas to escape and the remaining volume of gas will not be able to extinguish the fire. In addition, there is a limited amount of the gaseous agent, so the fire might burn beyond the capacity of the system. The discharge velocity of the gas is also a concern, as some systems are capable of blowing objects about the room. And finally, many fire codes require the use of water (via fire hose) following a gas discharge, since the agent will not necessarily put out smoldering items. Given a choice, one would prefer the more gentle application of water from a sprinkler to the force and volume of water from a fire hose.

In making decisions about fire safety installations, it is important to work with an individual who is trained in fire safety and has experience protecting records-holding facilities (which have very different requirements from residential or commercial buildings). Trained fire safety engineers are able to take broad considerations into account when making their recommendations, while vendors of fire equipment

tend to know only the equipment they sell. Consultation with a fire safety engineer is of the utmost importance when designing a new system.

National Fire Protection Agency Publication No. 909, *Code for the Protection of Cultural Resources*, 2001 Edition, (available from the NFPA, 1 Batterymarch Park, P.O. Box 9101, Quincy, MA 02269, 1-800-344-3555, or on the web at http://www.nfpa.org) provides useful guidance for fire prevention. See also "An Introduction to Fire Detection, Alarm and Automatic Fire Sprinklers," preservation leaflet 3.2 at http://www.nedcc.org/resources/leaflets.list.php.

D. Emergency Preparedness

Emergency preparedness—efforts to prevent damage from fire, water, and other hazards—has become routine preservation practice in the past decade. It is understood that every municipality with records of enduring value should evaluate its risk of events that could damage them. Plausible risks should be addressed and reduced, and the city should prepare a formal, written plan for responding to emergencies identified as being within the scope of its plan.

Preparing a written disaster plan *before* a disaster occurs is highly recommended. The plan should include the following:

- **Phone numbers and contact names** for providers of local freezing services, building dry out services and vacuum freeze drying services. For records that become wet, quick freezing (within 24 hours) prevents mold growth and can keep damage to a minimum. A local supermarket or college food service may be able to provide freezer space, but it is a great advantage to have made arrangements ahead of time.

- **Sources for the purchase of disaster supplies**, such as fans, plastic milk crates, mops, blank newsprint, etc. Note that a source of emergency funds will be needed to purchase such items—how will money be obtained during the night or on a weekend? It is a good idea to keep a few basic supplies on hand, but be sure to note their location so they can be easily found.

- **Identification of staff and volunteers** who will assist in case of a disaster, including home phone numbers.

- **Identification of proper procedures for drying specific types of material**. A training session should be held so that all staff are generally familiar with first response procedures and are not expected to sit down and read detailed instructions as the disaster is happening.

- **Information about insurance coverage**. This should include evening and weekend contact information and specify what procedures the insurance company requires if a disaster happens.

- **Identification of priority items to be rescued in a disaster**. Priority items (both historical records and current administrative records needed for continuing operation) should be identified and their locations marked on a map of the building. If certain areas are normally locked, the location of the keys should be indicated. For security reasons, this section of the plan would be distributed only to a few key staff members. Also note that backups of inventory information and administrative records (e.g., backups of computer files, etc.) should be stored off-site in case of disaster. It is also a good idea to keep microfilm copies of land records and vital records in off-site storage.

In addition to the resources listed in the body of the report, the information in the "Emergency Management" section of the preservation leaflets will be helpful in writing a disaster plan. See especially "Disaster Planning," "Worksheet for Outlining a Disaster Plan" and the leaflets on emergency salvage of various materials. These leaflets are in section 3, at http://www.nedcc.org/resources/leaflets.list.php.

Please note that reduction of specific risks—as distinct from disaster planning—was discussed in sections IV.B and IV.C, above, and in the corresponding sections in the body of the report.

E. Temperature, Relative Humidity & Air Quality

Paper is a hygroscopic material, absorbing and releasing moisture readily. As a result, it is greatly affected by the environment in which it is stored. For paper-based records, control of relative humidity is crucial. Seasonal and daily fluctuations in atmospheric moisture cause these materials to expand and contract, weakening cellulose fibers and accelerating deterioration. Excess moisture can cause or encourage foxing and mold. In winter, central heating often results in extremely dry conditions, causing materials to dry out and become brittle.

Control of temperature is also very important. Heat speeds deterioration, with the chemical rate of deterioration in paper doubling with every 18° F increase in temperature.

Although there is no national environmental standard for storage of paper records, the scientific evidence is clear. Low temperatures and a moderate, stable relative humidity greatly extend the useful life of paper-based collections. The National Information Standards Organization (NISO) has issued a technical report (William K. Wilson, *Environmental Guidelines for the Storage of Paper Records*, NISO Technical Report [NISO-TR01-1995], Bethesda, MD: NISO Press, 1995. Available from NISO Press, PO Box 338, Oxon Hill, MD, 20750-0338; 1-800-282-NISO.) This publication recommends the following values for temperature and relative humidity for storage of paper records:

Situation	Temperature	Relative Humidity
Combined stack and user areas	70° F maximum*	30-50% RH**
Stacks where people are excluded except for access and retrieval	65° F maximum*	30-50% RH**
Optimum preservation stacks	35-65° F***	30-50% RH**
Maximum daily fluctuation	±2° F	±3% RH
Maximum monthly drift	3° F	3%

* These values assume that 70°F is about the minimum comfort temperature for reading and 65°F the minimum for light physical activity. Each institution can make its own choice.
** A specific value of relative humidity within this range should be maintained ±3%, depending on the climatic conditions in the local geographic area or facility limitations.
*** A specific temperature within this range should be maintained ±2°F. The specific temperature chosen depends on how much an organization is willing to invest in order to achieve a given life expectancy for its records.

from *Environmental Guidelines for the Storage of Paper Records*, p. 2

These conditions should be maintained 24 hours a day, 365 days a year. The climate control system should not be turned off, nor should settings be altered, when the building is unoccupied.

In most buildings in the northeastern United States, mechanical systems for both humidification and dehumidification are required to maintain the specified relative humidity. Air conditioning equipment alone does not usually provide adequate humidity control.

Air Quality

Dirt and dust particles can soil and abrade collections. Gaseous pollutants, such as sulfur dioxide and nitrous oxides from automobiles and industry, combine with the water normally found in paper to form

acids. Therefore, exposure of records to particulate and gaseous pollutants should be controlled to the extent possible.

Particulate filtration equipment varies in size and complexity from individual filters attached to vents, furnaces or air conditioners, to building-wide systems. Filters should match the needs of the equipment and the environment and a regular schedule of cleaning or replacing filters should be followed. Good air exchange should be provided and replacement air should be as clean as possible. Air intake vents should be located away from sources of pollution such as loading docks where trucks idle.

Electrostatic precipitators should not be used since they produce ozone that aids the deterioration process. Photocopiers and laser printers, which also produce ozone, should not be located in the vault or other records storage areas.

Exterior windows—particularly in offices that adjoin the vault—should be kept closed and valuable records should be housed in archival-quality enclosures. Routine vacuuming and dusting are the first defense against particulate pollutants.

Monitoring the Environment

Temperature and relative humidity where records of permanent value are stored should be systematically monitored and recorded. This data will serve to:

- establish existing environmental conditions
- support the need for improved environmental controls, should the need exist
- indicate whether climate control equipment is operating optimally, if such equipment is already in place.

Monitoring devices vary greatly in their complexity and efficacy, so institutions should take care to choose the instrument most appropriate to their needs. See the leaflets in section 2, "The Environment," at http://www.nedcc.org/resources/leaflets.list.php, for further information about monitoring environmental conditions.

Sometimes, a good choice for cities just beginning a monitoring program is the digital "min/max" thermometer/hygrometer. This instrument provides a record of the highest and lowest readings for temperature and relative humidity since the previous reset. This time period can range from one hour to several days.

The "min/max" does not provide continuous measurements, nor is it as accurate as a recording hygrothermograph, but it will give a broad sense of environmental problems. If funding allows, the use of recording hygrothermographs or of data loggers should be considered. Both instruments will provide a graphic record of environmental conditions.

Modifying the Environment

Once conditions are known, remedial measures that can be taken to improve environmental conditions might include one or more of the following:

- installing central environmental controls
- using portable air conditioning units, attic fans, humidifiers, and dehumidifiers (preferably connected to a drain)
- removing records from attics, which tend to be hot, or basements, which are usually moist
- improving insulation with weather-stripping, caulking, or storm windows
- reducing sunlight in order to control heat in summer
- providing good routine maintenance for mechanical equipment (including radiators and air registers)

- decreasing moisture by installing vapor barriers.

Since temperature and relative humidity are related, correcting one factor may alter the balance of the other. It is essential to have the advice of an experienced climate-control engineer before making major changes; monitoring must continue after changes are made.

F. Protection from Light Damage

All light accelerates the deterioration of paper by providing energy to fuel oxidative changes. This can cause paper to fade, yellow or darken and media to fade or change color. Damage is cumulative and irreversible. The intensity of the light and the length of exposure determine the total damage. Most destructive is the ultraviolet energy associated with natural light and with artificial fluorescent, mercury vapor or metal-halide lamps. However, the visible light spectrum also damages paper. Records of permanent value are best stored in areas with no natural light under low levels of incandescent illumination.

A great deal can be done to control natural light through careful use of shades, drapes or blinds. Simply covering windows at times of direct sunlight will protect records from light damage; it can also help minimize the amount of heat that builds up inside during the day.

Filters made of special plastics can control ultraviolet energy in both artificial and natural light. Incandescent light emits relatively little UV energy and does not require UV-filtering. Fluorescent lamps emit significant UV light and should be covered with UV-filtering sleeves wherever records of special value are kept. UV-filtering plastic film or Plexiglas can also be applied to windows and exhibit cases, in order to control the amount of damaging ultraviolet energy.

It should be noted, however, that these filters do not provide complete protection against light since they do not protect against damaging rays in the visible spectrum. Blinds or curtains must therefore be used in conjunction with UV filters. See "Protection from Light Damage" (leaflet 2.4 at: http://www.nedcc.org/resources/leaflets.list.php) for further information about light and for suppliers of UV-filtering plastics.

G. Pest Management & Housekeeping

Paper-based records are appealing to insects and rodents, who may cause permanent damage. All possible steps should be taken to control these pests. Because food remains attract insects and rodents, eating and drinking should not be allowed where records of long-term value are stored or handled. Clutter should not be allowed to accumulate for the same reason. Moist conditions may also encourage pests. Even if pests are not a problem, spilled food and drink can stain records.

Staff should rigidly restrict their own consumption and storage of food and beverages to a staff room. All food should be refrigerated or kept in tightly sealed glass or metal containers. Even facilities too small to permit a staff room should provide tightly covered metal containers for food and food remains. All organic garbage should be removed from the building every day.

Current preservation practice does not recommend chemical extermination for pest problems except as a last resort, due to the toxic nature of pesticides. Instead, a strategy termed "integrated pest management" is suggested. This involves removing pests' habitats and food sources and regularly monitoring the space for their presence. See the preservation leaflet "Integrated Pest Management" (leaflet 3.10 at: http://www.nedcc.org/resources/leaflets.list.php) for more information.

Droppings, insect bodies, unusual deposits and damaged paper are obvious clues to the presence of pests. If problems do not respond to preventive measures, direct treatment for insect infestation may be necessary. Non-chemical treatments are preferred and might include controlled freezing or use of modified atmospheres.

H. Protection from Theft & Vandalism

Any building that houses records of permanent value must be well secured during hours when it is closed to the public. It is best to install perimeter intrusion alarms and internal motion detectors, wired directly to the local police department and/or to another outside monitoring agency. These detectors must be correctly positioned to detect intrusion and must be tested regularly and frequently.

For the purpose of controlling access during working hours, as well as controlling loss of materials, it is desirable to have only one entrance to any area where important records are stored. All other doors should be locked (if they are not along emergency escape routes), or alarmed so that unauthorized use can be detected. Local fire regulations may require crash bars on emergency exits.

Buildings that house permanent records should not use master key systems. Building keys or access codes to areas where historical records are kept should be strictly controlled. A list of keyholders or people with access codes should be kept current and staff members should be required to return keys or cards when they leave the employ of the institution. Similarly, access codes should be changed or deactivated.

Use of valuable or historical materials by researchers must be carefully controlled and strictly monitored. Researchers should keep their non-essential personal possessions (coats, bags and books) as far from records as possible. Ideally, these possessions would be left outside the vault entirely, as researchers would bring only pencils and paper in with them. Laptop computers are also acceptable. If secure storage for personal possession is not available, researchers should be asked to keep bags, purses, etc. on the floor or a neighboring chair, rather than on the work table. A coat rack should be provided outside the vault for researchers' coats and jackets.

If any records books or maps are housed in locked cases or cabinets due to particular value or fragility, staff should give researchers one item at a time. (This would not necessarily apply to vital records, which are locked to protect personal information, unless the volumes are particularly valuable. If several objects from locked storage need to be examined at one time, the staff member should carefully count them out in front of the researcher before and after use. Staff should check materials visually before and after use for evidence of vandalism (for example, cutting out of pages, etc.).

The city must have some way of demonstrating ownership of unique or otherwise valuable objects, if they are not obviously city records due to content. Difficult-to-remove ownership marks on an object are undesirable because of their disfiguring effect. In such cases, detailed written descriptions and/or photographs of identifying details are essential to proving ownership.

III. STORING & HANDLING VITAL RECORDS

A. Storage Furniture

The choice of shelving and other storage furniture is important for preserving records of long-term value. Most new furniture releases chemicals that react with moisture and oxygen to form acids and other damaging compounds. This poses a serious problem in closed furniture such as map cases, file drawers, locked bookcases or exhibit cases, where pollutants can build up. Historical records stored in closed cabinets should always be protectively enclosed in order to mitigate this problem.

Wood has traditionally been used in the manufacture of furniture, but it contains numerous reactive chemicals. Modern curing and finishing processes introduce additional hazards. Modern construction materials (e.g., plywood and particleboard) contain ubiquitous formaldehyde-based resins that can produce formic acid. Phenol formaldehyde-based products are more stable than urea formaldehyde. The American Plywood Association (APA) is reported to use only phenol formaldehyde in its products.

Fortunately, state guidelines prohibit the use of wood furniture in vaults. Despite this, wood furniture is sometimes used, particularly as other furniture reaches capacity, or when custom storage is needed. If wooden shelving, map cases, or file cabinets must be used, the wood must be sealed—moisture-borne polyurethane or latex or acrylic paint are the best choices, although they will not completely prevent off-gassing of chemicals. Oil-based paints or polyurethanes should not be used since they can be damaging. It is important to line wood shelves and drawers in addition to sealing them. Mylar and rag board are no longer thought to be sufficient barriers by themselves. Inert metallic laminate (such as Marvelseal, available through conservation suppliers), boxboard containing zeolites that will absorb damaging chemicals (called MicroChamber, available from Conservation Resources, Inc.), glass, or Plexiglas are among the materials now recommended. Ragboard can be used in addition for cosmetic purposes. For the best protection, all exposed wood surfaces should be completely covered (e.g., sides, tops, and undersides of shelves and drawers). Mat board and folder stock should be tested annually and replaced when their pH begins to rise. Since these strategies provide only limited protection, wood storage furniture should not be used for unboxed records of lasting value.

Steel furniture with a baked enamel finish has generally been recommended for storing unbound materials, unenclosed books or boxed records. It is possible, however, that baked enamel coatings may give off formaldehyde and other damaging chemicals, if the coating has not been baked long enough at high enough temperatures. This is primarily a concern when records are stored in a vault with poor air circulation, or are stored in closed furniture such as map cases, file cabinet drawers, and other cabinets with solid doors. The only way to be sure that baked enamel furniture is not harmful is to have it tested.

Alternatives that appear to avoid the problems of baked enamel are powder-coated or anodized aluminum furniture, but be aware that these are somewhat more expensive. Open chrome-plated steel shelving, made of heavy-gauge, chrome-plated steel wire, can also be used, but only for boxed materials. The wires can leave permanent marks on items that are not protected with boxes.

See "Storage Furniture: A Brief Review of Current Options" (leaflet 4.2 at: http://www.nedcc.org/resources/leaflets.list.php) for more information.

B. Handling Procedures

Careless handling—whether during filing, retrieval, photocopying or research—can cause significant damage to records over the long-term. Such damage, caused by carelessness, is perhaps more common than theft or vandalism, but it often goes unrecognized. It is essential to educate staff and users in the proper ways to handle records.

Handling procedures can cause unnecessary damage to bound records. Volumes should not be stacked too high when they are moved or carried, to minimize the chance of dropping them. Photocopying can damage bindings and, if pages cannot be removed, should be done on an edge copier whenever possible.

Documents should be handled carefully to avoid accidentally tearing, folding or marking them. Researchers and staff must not be allowed to use pens, tape, glue or scissors near historic or permanent records. They should not take notes on top of these records, as the pressure can emboss the paper. Staff, rather than researchers, should always photocopy fragile documents.

There has been considerable debate about the use of cotton gloves when handling paper. In most cases, the loss of dexterity is more damaging to paper than are oils from the skin, so gloves should not be used when working with paper. However, staff and researchers should wash their hands immediately before handling records, and must not apply moisturizers or other lotions as they work.

All staff members who work with historical records should learn proper handling procedures. If staff cannot attend hands-on training, a number of videotapes and slide programs are available on this subject. A partial list is available on the website of the Southeastern Library Network in Atlanta, GA, at http://www.solinet.net/emplibfile/AudioVisualLoanService.pdf. Some are available for rental and others may be purchased. The public library may be able to request materials for the town clerk through interlibrary loan. Finally, staff should review the information in "Storage Methods and Handling Practices" (leaflet 4.1 at http://www.nedcc.org/resources/leaflets.list.php).

C. Storing Bound Vital Records

Shelving practices often cause unnecessary damage to bound records. For example, if oversize volumes are shelved with the spine up, the weight of the pages will pull the text block away from the cover. Such books should always be shelved spine down or stacked horizontally. Records books should not be allowed to lean because this too causes unnecessary strain on covers and binding. They should instead be shelved upright, standing on their tails, supported by each other and by bookends.

Broad-edged ("non-knifing") bookends are safer than the knifing variety, which may cut volumes with their sharp edges. Staff can modify knifing bookends by slipping a piece of acid-free foam-core covered with book cloth over the sharp metal edge.

Heavy, oversize volumes should not be shelved vertically. Instead, they should be stored flat on shelves, giving them the overall support they require. They should be stacked no more than two or three high in order to facilitate safe handling. This may necessitate inserting additional shelves at narrow intervals. Shelves must be deep enough to support oversize volumes completely and volumes must not be allowed to protrude into aisles where they will likely be bumped. Volumes should not be shelved so tightly that retrieval requires force. This causes abrasion of covers as they are removed and reshelved.

Care should be taken to remove all acidic inserts like bookmarks, scraps of paper, etc., from bound records so that the acid they contain does not migrate to the pages and cause staining.

Bound records of enduring value should be shelved by size. Very small volumes will not support large bindings and can be crushed by their weight. Small hard-covered volumes may be shelved. Soft-covered volumes should be laid flat in piles or boxed together by size.

Identifying information should not be painted on volumes that have special value, nor should it be typed on labels that are taped to the volumes with pressure sensitive tape. Paint is unattractive and disfiguring; tape may discolor and stain the binding. Instead, call numbers should be typed onto heavy, buffered paper flags placed inside the volume. The flags should be about two inches wide and two to three inches

longer than the book is high. Commercially available "notched" flags have a tendency to break brittle paper.

Damaged bindings should not be held together with rubber bands, which will deteriorate and cause further damage. If detached covers must be tied onto volumes as temporary protection, ties should be made of undyed cotton or linen tape or undyed polyester ribbon. Any knots should be at the top or fore edge of the text block to prevent damage from pressure against other volumes.

Volumes with artifactual value, where the fragile binding is to be retained in its present condition, should be boxed. Fitted boxes support a volume and protect it from dirt, dust, light and mechanical damage. They may also slow a book's response to climate changes. Permanent or decorative boxes (clam-shell or drop-spine) can be custom-made for books of very special value by conservation facilities. A simpler, less expensive option is called a "phase box" (so-named because enclosure in these boxes is the first phase of treatment for volumes at the Library of Congress).

Volumes that have low value or are rarely used and do not warrant rebinding or repair may also be candidates for boxing. "Easy rare book boxes" (which are really wrappers made of pre-scored, acid-free cardstock) are available from conservation suppliers. They are a good choice for such volumes.

D. Storing Unbound Vital Records

When processing historical records, staff should keep in mind that some papers are inherently acidic due to the papermaking process. Overtime, this acid will cause the paper to become brittle and eventually crumble. Unfortunately, acid will migrate from inferior quality paper to other materials with which it comes in direct contact. For this reason, it is important to use non-acidic storage materials that will not contaminate the collections materials they hold. These storage materials should also resist the formation of acids.

"Acid-free" or neutral enclosures are chemically neutral (pH 7.0-7.5) and therefore do no chemical damage to the objects they are designed to protect. It should be noted, however, that acid-free materials have a limited capacity to absorb acid-producing chemicals before they themselves become acidic and begin to decay. "Lignin-free" paper is either produced from cotton or linen or it has had lignin chemically removed. Lignin-free buffered paper enclosures (pH 8.5 or above) have been treated with a buffer, an alkaline substance that absorbs and/or neutralizes acid as it forms. These enclosures actively reduce the amount of acid in the storage complex and are therefore recommended for storage of most paper with enduring value. However, acid-neutral unbuffered enclosures are recommended for art on paper, blueprints, color photographs and albumen photographic prints, all of which can be damaged by alkaline chemicals.

Because acid will migrate from poor quality paper to any other papers with which it comes in direct contact, it is very important to separate poor quality papers from those which are less acidic. News clippings and other obviously inferior papers must be removed from direct contact with historical documents and manuscripts. Informational news clippings should be photocopied onto buffered paper and the originals discarded.

Plastics used for storage enclosures vary greatly in chemical stability. Conservation grade polyester (Mylar D or equivalent), polyethylene and polypropylene are stable. Many common plastics contain plasticizers or vinyl, including polyvinyl chloride (PVC), which react readily with many other materials. They are therefore considered unstable.

The terms "archival-quality" and "acid-free" are sometimes misused, so suppliers' catalogs and product descriptions must be read carefully. Firms that specialize in conservation supplies have usually developed their reputations based on their willingness to provide information and dependable products.

Storage materials must also protect objects physically from the damaging effects of environment and handling. Enclosures that fit properly and provide good support can reduce abrasion, tearing, breakage and other physical and mechanical damage.

Records custodians should be careful to store objects with like objects. Because of differences in bulk and weight and the potential for physical damage, it is not advisable to store unbound documents in the same box with bound volumes or booklets. Generally speaking, heavy objects should be stored separately from light objects.

Paper with permanent research value should be mended using only conservation-safe methods and materials. Pressure sensitive tapes have not been sufficiently tested to determine their long-term effect on paper. Many adhesives have proven to cause permanent damage.

Documents and manuscripts should be unfolded for storage if they can be unfolded without resistance, splitting or breaking. If unfolding threatens the integrity of the paper, a conservator should be contacted. All foreign objects such as staples, paper clips and pins should be carefully removed since fasteners produce physical damage.

Documents should be stored in low-lignin, buffered file folders. The folders should then be placed in document storage boxes, as close to the size of the folders as possible. All folders in a single box should be the same size. Boxes should be full enough to prevent slumping of the contents. Boxes should not be stuffed too full, since this can cause damage when folders are removed or refiled. Partially empty boxes can be filled with document spacers available from conservation suppliers. Crumpled acid-free tissue paper can also be used to fill excess space, although tissue is likely to compress over time and allow materials to sag.

An alternative to boxed storage is a baked enamel file cabinet equipped with hanging racks and hanging folders. Materials should always be placed inside an acid-free file folder, then into a hanging file. Several file folders may be placed into each hanging file, provided that they do not begin to extend above the top of the drawer. Archival-quality hanging folders are available from some general conservation suppliers, and should be used if documents are placed directly into them. If funds are limited, conventional "Pendaflex" folders are acceptable, but only if folders inside them are lignin-free and buffered.

E. Cleaning & Maintenance

Staff should perform a general cleaning of bound records volumes and storage boxes at least once a year to prevent soiling and abrasion. Feather dusters should not be used since they just rearrange the dust. Instead, heavy dust and dirt should be carefully vacuumed, preferably with a three-stage-HEPA filter vacuum to prevent recirculation of dust through the exhaust.

Lightly dusty bound records and boxes are best cleaned with a magnetic wiping cloth, which attracts and holds dust with an electrostatic charge. This cloth is sold commercially under the names Dust Bunny and Dust Magnet. If dust is not heavy or sooty, chemically treated dust cloths may be used safely on storage boxes and on bound volumes with no artifactual value. Two options are One Wipe, a cloth chemically treated to hold dust and a soft, lint-free dust cloth sprayed with Endust or similar product and allowed to dry overnight. These products are available in local markets.

Volumes should be held tightly closed during cleaning so that dirt will not migrate into the pages. When cleaning storage boxes and bound records, staff should work from the top to the bottom of each shelf range. Materials should be removed from each shelf in shelf order to a book cart. The shelf and its contents can then be cleaned and the contents returned to the shelves in shelf order.

Since cleaning has the potential of damaging collections, staff or volunteers assigned this task must be taught careful handling techniques.

IV. REPLACEMENT & TREATMENT STRATEGIES

A. Reformatting: Photocopies, Microfilm & Digitization

Reformatting strategies like photocopying or microfilming should be considered when the value and condition of the records make it necessary to limit their handling or when only intellectual content needs to be preserved. In the case of original photographs, unique or valuable materials or fragile items, a copy is preferable for researchers' use, at least for initial examination. Electrostatic copiers that fix an image with heat ("Xerograph") produce long-lived copies when durable paper is used. Such paper is available from preservation suppliers and some traditional office supply sources. The label will say "low-lignin" or "lignin-free" and "buffered."

Preservation Photocopying

In-house photocopying onto permanent durable paper is an excellent way to preserve information from acidic paper materials. Paper used for preservation photocopying should meet the ANSI Z39.48 1984 or 1992 standards for paper permanence and the proper copying machinery and methods must be used. The Library of Congress has a handout available on the Web that gives more detail on preservation photocopying (see "Preservation Photocopying," Library of Congress Preservation Directorate, revised 9/30/97. Available at http://www.loc.gov/preserv/care/photocpy.html).

Unfortunately, the photocopying process itself can seriously damage records. Copiers with flat or curved platens may not readily copy text at the gutter of a tightly bound volume. Materials of enduring value should never go through a roller feed. Careful handling during the photocopy process is essential. Historical records and volumes with permanent research value should only be photocopied by staff members, not researchers and then only if it will not damage the objects themselves. Staff must not press down on the spine of a book or the cover of the copier to insure a good quality image. Sometimes positioning a book gutter vertical to the edge of the platen will reduce the shadow. Using a machine with an edge platen will allow half of the volume to hang over the edge of the machine, while the other half is photocopied.

Preservation Microfilming

Despite increasing interest in new technologies, preservation microfilming remains an established and valued preservation strategy. Properly produced and properly stored preservation microfilm has a lifespan of about 500 years. Filming can provide a use copy of artifacts that are too fragile to be used and can provide a preservation copy of materials that are badly deteriorated and valuable only for their informational content. In most cases, preservation microfilming is contracted out. High-volume commercial operations usually lack equipment, time and expertise to process fragile materials without damage. A special service filmer should be employed.

If possible, custodians of records should visit the filmer to make sure housekeeping and security meet the needs of collections. Costs for special service will be higher, but valuable or hard-to-film originals such as tightly bound volumes or discolored materials may require such service in order to generate usable film. See "Microfilm and Microfiche" (leaflet 6.1 at: http://www.nedcc.org/resources/leaflets.list.php), for an overview of film types, film production standards and storage requirements.

Digitization

Administrators and staff must be aware that the large segments of the preservation community do not yet consider digitization to be a means of preservation. Those conservation and preservation professionals who do accept digitization for preservation have begun to do so only recently, and have not yet agreed on the best strategy to preserve digital materials. More conservative members of the conservation and

preservation communities still recommend that digitization be partnered with microfilming to ensure long-term preservation of the information.

Among those who do believe digitization may be used for of preservation, consensus is developing around several likely strategies. A good place to start—particularly for digital images—is Cornell University's online tutorial, "Moving Theory Into Practice," at http://www.library.cornell.edu/preservation/tutorial/contents.html. Any digital preservation strategies will require a significant ongoing commitment of time and resources, which may be beyond the means of cities acting independently; it is likely that consortia and other cooperative efforts will be required.

Leaving aside the question of digitization as a direct means of preservation, digitization can definitely improve preservation indirectly, by reducing handling. It can also be an effective means of increasing access, particularly for off-site users.

B. In-House Repair & Professional Conservation Treatment

In-House Repair

Repair procedures for duplicated recent records should never be used on historical materials with artifactual or permanent research value. While some appropriate techniques can be used safely by non-conservators, other treatments must be performed by professional conservators who have the experience and equipment to ensure that the treatments are performed safely and effectively. Paper records with artifactual or permanent historical value should not be treated in-house, except by trained conservators; if you are unsure whether an object is appropriate for non-professional treatment, consult a conservator before proceeding.

Proper storage practices and correct handling procedures can significantly extend the useful life of bound records. Careful storage and handling can help prevent distortion, which often causes the text block to detach from its binding. Proper shelving and handling procedures have been discussed in the section on handling bound records.

In the context of historical collections, "safe" in-house techniques include rehousing; simple cleaning of books and some paper; simple repairs of book pages or documents and polyester film encapsulation of documentary materials. Paper that has artifactual or permanent research value should only be mended using conservation-approved methods and materials. Pressure-sensitive tapes and many other adhesives have proven unstable over the long-term and many will cause permanent damage.

Professional Conservation Treatment

Towns typically have a small but significant body of historical or other special materials that need the attention of a professional conservator. Because improvements in environment and physical storage benefit every object in a collection, most people in the field emphasize these measures. Treatment of individual objects by professional conservators is costly.

There are times when it is appropriate and desirable to have individual objects treated by a professional conservator. Treatment of individual objects should be determined by their value to the collections and the availability of funds for conservation. Criteria to consider include:

- condition (is the object endangered now because of its fragile condition?)
- monetary, historical or artifactual value of the object
- importance for research or exhibition
- expected use.

When objects have unknown value or when they will only be handled rarely under good supervision, boxing or placement in another enclosure is sometimes the best treatment.

"Conservation Treatment Options for Works of Art and Artifacts on Paper," "Conservation Treatment Options for Bound Materials of Value" and "Choosing and Working with a Conservator," all found in section 7, "Conservation Procedures," at http://www.nedcc.org/resources/leaflets.list.php, provide additional information on conservation treatment.

2008

INVENTORY

STAFF * FACILITIES * EQUIPMENT

PLANNING & BUILDING DEPARTMENT

TOWN OF EXETER NEW HAMPSHIRE

Prepared by
Christine Szostak
6/1/08

Sylvia von Aulock – Department Head approval

Douglas Eastman – Department Head approval

TOWN OF EXETER
PLANNING & BUILDING DEPARTMENT

2008 INVENTORY

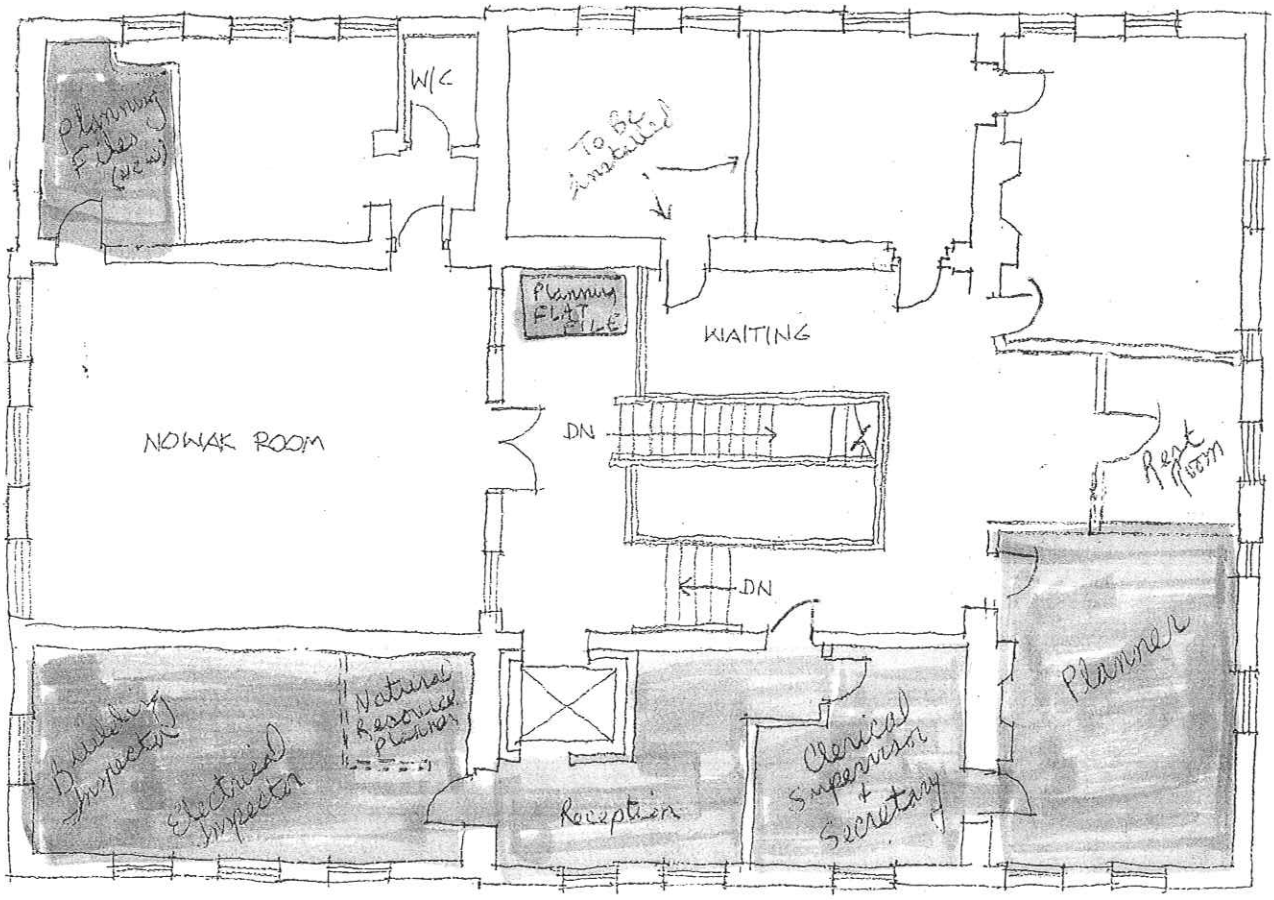
(as of 6/1/08)

STAFF:

Sylvia von Aulock – Town Planner.
Douglas Eastman – Building Inspector/Code Enforcement Officer.
Barbara McEvoy – Planning & Building Clerical Supervisor.
Arthur French – Electrical Inspector.
Tbd – Natural Resource Planner.
Christine Szostak – Planning & Building Secretary.
Jeff Hyland – Planning site inspector.
Joe Baillargeon – Planning site inspector.

FACILITIES:

LOCATION: 2nd Floor, Town Office, 10 Front Street.



EXETER TOWN OFFICE
SECOND FLOOR
1/8" = 1'-0"
7/20/06 drawn
6/1/08 updated

*Note: Planning site inspectors do not have office space.

OFFICE FURNITURE:

Cabinets:

36.....4-drawer file cabinets.....(21 in offices, 15 in storage room)
11.....2-drawer file cabinets
3.....4-drawer lateral file cabinets.....(2 putty, 1 black)
1.....3-drawer rolling file cabinet
1.....10-drawer flat file cabinet.....(outside of Novak room)

Desks:

5.....wooden desks
1.....metal desk/hutch
1.....laminate desk top

Tables:

2.....wooden tables-desk height
2.....wooden tables-shorter
1.....wooden table, drafting table height
1.....drafting table w/light.....(Planner Office)
1.....drafting table top w/light

Book Shelves/Racks:

1.....2 door armoire-white.....(Minutes Logs back files)
1.....hanging file/plans rack
3.....3-shelf wooden book rack
1.....6-shelf wooden book rack
2.....2-shelf metal book rack
1.....3-shelf metal book rack
1.....4-cube rack
1.....TV/VCR metal rack.....(donated)
1.....metal coat rack

Chairs:

3.....high-back swivel desk chairs
3.....low-back swivel desk chairs
2.....wooden reception chairs
4.....conference chairs
1.....drafting chair
2.....wooden/leather/peg chairs

Wall Systems:

2.....4' wall system panels-gray.....(Nat. Resource Planner)
1.....3' wall system panel-gray.....(Nat. Resource Planner)
3.....wall system connectors.....(Nat. Resource Planner)

ELECTRONICS:

Computers:

1.....Dell Laptop computer
5.....HP computers
1.....HP computer (to be installed) for Nat. Resource Planner
4.....Acer monitors
1.....Samsung monitor (electrical inspector)
1.....monitor (to be installed) for Nat. Resource Planner
6.....HP keyboards
1.....keyboard (to be installed) for Nat. Resource Planner
5.....HP mouse'
1.....mouse (to be installed) for Nat. Resource Planner

Printers:

1.....Lexmark Pictbridge photo printer
1.....Deskjet 712c printer
1.....Canon PC1060 printer
1.....Brother MFC-8840D copier
1.....Deskjet 880-C HP printer

Phones:

5.....mitel phones
1.....phone (to be installed) for Nat. Resource Planner
2.....verizon wireless cell phones.....(Inspectors)

Television/VCR:

1.....Phillips Magnavox television.....(donated)
1.....SR 1000 VCR.....(donated)

Miscellaneous:

2.....Dictaphones.....(1 Putty, 1 Black)
1.....Hitachi Radio
1.....Light table
1.....over-head projector

Cameras:

1.....Sony Digital camera
1.....Digital camera w/memory card.....(Planning Inspector)
1.....Cannon 35mm camera

Air Conditioners:

1.....Sanyo air conditioner
1.....Montgomery Ward air conditioner
1.....Frigidaire air conditioner

OTHER EQUIPMENT:

1.....Haier mini refrigerator.....(staff owned)
3.....Easels
1.....Binding machine
1.....fire extinguisher.....(checked by Fire dept. 6/08)
1.....free-standing "sandwich board" sign
Also: Small office supplies including calculators, staplers, tape dispensers, paper, pens, folders, bins, calendars, cassette tapes, bulletin/cork boards, architect scales, notebooks, etc.

1.....2002 Ford Explorer-white-60,000k.....(Building Inspector)