

Aaron Cohen Associates Ltd
159 Teatown Road
Croton-on-Hudson, NY 10520

Tel: 914-271-8170
Fax: 914-271-2434
aca2015@acohen.com
www.acohen.com

STRATEGIC PLAN FOR NEWTON ARCHIVES AND RECORDS

FINAL REPORT

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EXECUTIVE SUMMARY

This report outlines strategies to improve the City of Newton Archives and develop efficient archival storage for each City department. The City of Newton Archives' collections are public records; they include historical reports, assessments, licenses, building plans, and development documents. They are also required by law to be held either temporarily or permanently.

In the physical sense, the archives need long-term protection from flooding and environmental damage. City Hall is a registered historic building, built in 1932. In 2010, a basement flood damaged public documents. In Oct 2015, permanent Assessors records were damaged, indicating the basement is still flood prone. Today, public documents are in jeopardy; it is critical for the City of Newton to consider the risks of storing materials in a flood-prone space.

The vision of the City Archives is to make all records as transparent and accessible as possible. City departments and residents should find it easy to locate, copy, and put back research materials. The cost for research and the time required to locate public documents needs to be minimized to reduce operational costs.

The City Archives was located in the Newton Free Library in 1991, after obtaining special permission from the state to house materials outside of City Hall. This archives includes office space for the Archivist, and a climate controlled vault with compact shelving dedicated to City materials. City materials also occupy the most significant portion of additional compact shelving that houses the library's local history materials. While significant weeding of materials not on retention schedules has occurred in the last three years, these two compact shelving areas remain 98% full. The City Archives has an office, vault and compact shelving; the latter shared with the library's special collections. The shared archive and library special collections are now 98% full. The relationship between the Library, Archive, and Jackson Homestead has always been a strong one. Today, all three institutions require an efficient storage system to maintain print collections, acquiring books, historic papers or local documents. An efficient storage module and unified plan for both will place the materials in an accessible location.

In City departments, internet resources are now abundant, but historical documents and papers are part of doing normal business. According to our estimates, Newton needs space for at least 14,818 linear feet of shelving to support City Departments for their existing needs. We estimate that the slow but sure growth of the collections will require 100 additional linear feet each year, i.e. 2000 linear feet each decade, or for the target of our 20 year planning window, 4000 linear feet.”

The key recommendation of our study is that the City of Newton should develop a unified storage location and system for all of its archival needs. A centralized system will improve the operational performance of City Departments. Fortunately, archive storage technology is becoming affordable, creating opportunities for efficiencies and innovation.

For example, the Lean Lift System and the Dematic automated storage systems provide safe, secure and temperature/humidity controlled environments. The systems include fire suppression and data management solutions that enable efficient storage. The budget for automated systems can range from 300K to 800K, depending on the configuration. The development of a centralized system to store the City Archives will improve the operational performance of City Departments. For example, various public records are placed in different buildings across the City. Most critically, the Jackson Homestead attic space is inadequate to store artifacts, and second-floor storage is stressing the historic structure. By organizing storage into one safe and secure module the City can safeguard public knowledge from as early as the 1600's in a responsible manner. It can also make sure legal documents are available for quick and easy access.

STORAGE ANALYSIS

According to the City Department representatives, residents are best served with centralized services. Public documents need to be accessible and transparent, as well as safe and secure. To accomplish this, the City archives will need investments in storage technology and data management. During our assessment of City storage areas, we found:

1. The City Archives Electrical Compact Storage System in the Newton Free Library does not work, requiring repair
2. The City Archives Fire Suppression, a Halon system, is outmoded and needs to be replaced
3. Materials are located in the Basement of City Hall, which is prone to flooding (ex. 2010).
4. Materials are located in varying departments and in different buildings, with limited staff to properly store and service public documents for the long term.
5. Historic materials dating back to the 1600's are located across the City in the Jackson Homestead, offsite commercial storage, Newton Free Library and City Hall Basement
6. The State is considering a potential change in the law for records research. The new law would increase the response time from 10 to 15 days, but the City would no longer be able to charge for research service.

1. City Archives Storage Equipment

The City Archives, with records dating back to the 1600s, is located in the Newton Free Library. The archives are at capacity. The archives are meticulously cataloged and maintained by the part-time archivist. For example, items are in acid-free boxes and located in two compact storage areas: the vault contains the City's oldest municipal records and those which are essential to the functioning of the municipal government; the compact shelving (which is shared with the Newton Free Library) holds historically important materials as well as records that must be retained permanently according to the State's Municipal Retentions Schedule.

The City archive was fitted with a Halon fire suppression system. However, it is a system that is no longer used for public buildings due to personnel safety concerns. In addition, the electrical compact storage system is broken. These antiquated systems have broken down, requiring investments in storage technology.

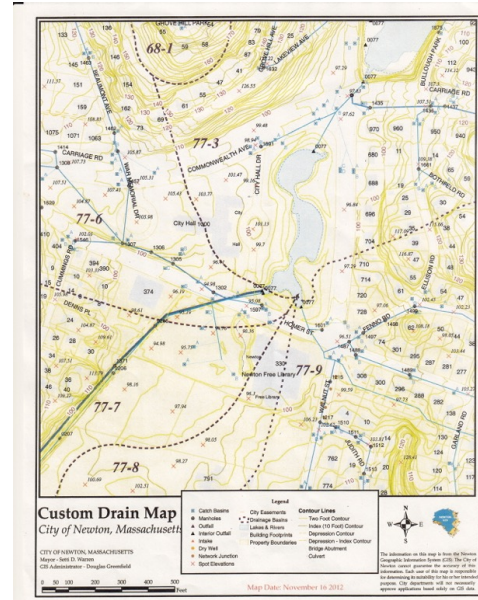
2. Flooding

The drainage map of the City Hall neighborhood illustrates the extreme recurring flooding potential. The City Hall pond system has one outlet on the north end that carries Water to Bullough's Pond. However, there are three inlets in the south end, one coming from the neighborhoods beyond Walnut St, a major inlet carrying water from past the cemetery, and the small, more obvious inlet next to that carrying water from the library swale. During any very heavy rainfall episodes extending more than a few hours these inlets put much more water into the ponds than can escape in the single outlet. Water overflows into the 95" elevation areas you see marked on Homer St., and into the similar elevation areas of the Library parking lot. No basement was built in the Newton Free Library because of these issues. The City Hall basement is well below these 95" elevation points that flood. While surface floodwaters don't typically reach the City Hall foundations, when the nearby ground is saturated for extended periods of time, the existing building envelope cannot keep this water from penetrat-

ing into the basement. Remedying this with the traditional means (excavation, waterproofing, drains with pumps) would have no guarantee of actual continued success, and could have costs for a building with such an extensive perimeter on the scale of the project we are proposing.”

On the right is a map of the City’s wet lands, floodplains and conservation areas. It illustrates the potential for flooding at City Hall.

NOTE: it is unwise to locate historical materials in the basement of City Hall.



3. Current Condition of the City’s Archives

Our consulting team toured the City’s buildings to try to locate a potential solution(s) for the City Archives. For example, we toured the Elliot Street yard, police station, fire headquarters, Kennard Estate, School Administration building and the Jackson Homestead. We toured the DPW site and found options that were far from City Hall.

4. Centralized Storage Needed

There is a clear need for a centralized storage plan. Historic materials are located across the City, making it difficult to tell what is valuable. For example, staff has recently retired at Elliot Street, creating potential retrieval issues.

The most worrisome examples are at the School Department, where an outside container is used to house old student records from a defunct junior college. According to law, the records need to be housed by the City permanently. However, the materials are degrading quickly, a mismanagement of public resources. There needs to be a central archive to store documents permanently for the public.

Note: building and planning materials that are stored in the City Hall basement also off-gas because of the emulsion on the plans. This can create potential staff health issues. Also, mold is growing on some older documents in the basement cages. The need for a secure, temperature/humidity and separate storage environment is clear.



5. Change in the Law, Change in the Protocol

Recently, the State of Massachusetts has recognized the need for digital access to public records. They have developed a bill in the legislature that will give the City more time to locate a record, but it will also reduce the amount that the City can charge to the public should they request historical documents. The change in the law can have a profound impact on the City.

- It will require staff to find and locate materials without charging for their time.
- It will require an efficient system that will take advantage of digital access to reduce future costs to the public.
- On the other hand, it will require cities such as Newton to change the way they store materials. No longer will it be cost efficient to locate materials in boxes in the office; a centralized archive will be required to ensure the costs for retrieval are limited.



CURRENT ARCHIVAL STORAGE REQUIREMENTS FOR THE CITY OF NEWTON

Our analysis of the City of Newton's archive needs includes a translation from cubic feet of materials to linear feet of shelving required. Our initial assessment shows that the City Archives requires at least 14,818 linear feet of shelving to account for current needs.

CITY ARCHIVES CALCULATION											
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	#of Existing Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet		
1	City Clerk/ Board of Aldermen	Municipal Retention Manual Schedule 01 and 07 Various other Dept send records	Retention	(1)Newton Free Library (2) Clerk's Vault (3) Basement "cage"	200	67	22	5	70	210	
2	Comptroller	Municipal Retention Schedule 02 Accountant/Auditor	Permanent	Basement City Hall, Vault, Comptroller Vault	100	33	11	2	28	84	
3	Purchasing	Municipal Retention Schedule 01, 18	7 Years	Basement Storage room, City Hall	150	50	17	4	56	168	
4	Assessing	Municipal Records Schedule 04	Permanent	First Floor Office; Various Locations in City Hall Basement	100	33	11	2	33	100	
5	Treasurer/ Collector	Municipal Records Schedule 01, 08, 24	Permanent	2 "Cages" In basement City Hall	400	133	44	10	140	420	
6	City Solicitor	Municipal Record Schedule 01	5 Years: Permanent	Storage Room, 2nd floor, City Hall	449	150		11	154	462	
7	Human Resources	Municipal Retention Schedule 01	20 Years	Two basement storage area Newton City Hall	100	33	11	2	28	84	
8	Election	Municipal Retention Manual Schedule 07	Permanent	Basement, City Hall	300	100	33	7	98	294	
9	Licensing Board	Municipal Records Retention Schedule 01	Permanent	2 rooms, 1st Floor City Hall	20	7	2	0.5	7	21	
10.1	Planning and Development	Municipal Retention Schedule 01,09,13,15	Permanent	Basement Storage room, City Hall	Conservation	60	20	7	1	14	42
10.2					Historic	50	17	6	1	14	42
10.3					Preservation	10	3	1	0.2	3	9
11	Public Buildings	Municipal Records Schedule 01, 06	Permanent	Records Storage Room, 52 Elliot Street	400	133	44	10	140	420	
12	Fire Department	Municipal Records Schedule 01, 12	Permanent	Headquarters Museum	12	4	1	0.29	4	12	
13	Inspectional Services	Municipal Retention Schedule 06	Permanent	Basement Storage room, City Hall	670	223	74	16	224	672	
14	Sealer Weights and Measure	Municipal Records Schedule 21	Permanent	1st floor City Hall	2	0.67		0.05	0.7	2	
15	Public Works	Municipal Records Schedule 11	Permanent	Engineering office/ 1st floor City Hall	450	150	50	11	154	462	
16	Health and Human Services	Municipal Retention Schedule 01, 05	5-30 Years	Basement, Center st office City Hall	150	50	17	4	56	168	
17.1	Newton Free Library	Archival records from various depts.	Permanent	Special Collections	Library	1588	529	176	38	532	1,596
17.2					Archive	796	265	88	19	266	798
17.3					Vault	1554	518	173	37	518	1,554
18	Parks and Recreation	Municipal Retention Schedule 01	Permanent	Parks and Recreation Office, Crescent St.	2	0.67		0.05	0.7	2	
19	School Department	Municipal Retention Schedule 01, 20	Permanent	Superintendents' office and school committee offices	700	233	78	17	238	714	
20.1	The Jackson Homestead Museum	Historic Newton archival records	Permanent	The Jackson Homestead Museum	2D Storage	5542	1846	624	132	1,846	6,103
20.2					3D Storage	560	187		13	182	546
21	The Jackson Homestead Museum	Historic Newton archival records	Archives (In perpetuity)	Off-Site Paid Storage	735	245	82	18	245	735	
Total					15100	5030.34	1572	360	5,051	15,720	

Ingestion Rate

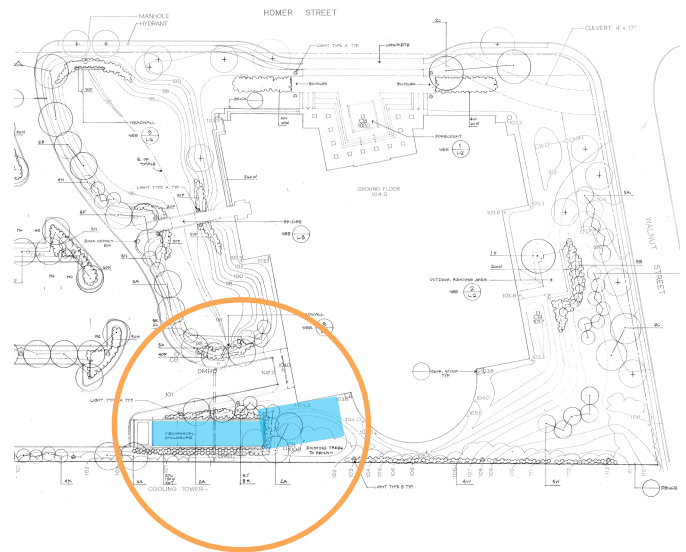
It is estimated that the City Archives will need to account for at least 100 linear feet of collections added each year. Over the next twenty years, the City of Newton will need an additional 2,000 linear feet of collection space. Thereby the total requirement for the City of Newton Archives is 6,000 linear ft. of shelving. Jackson Homestead, as the museum of the City of Newton, will also continue to collect with a variable ingestion rate per year.

Potential Option for Storage

Two potential systems could be integrated on the Newton Free Library Site. For both, there is an area next to the loading dock that can be used; the system would be added next to the building, providing easy access to the public. It is also near processing space that was originally designed for book processing and management. (See image on right.)

There are two potential systems that can be integrated on the library site.

1. Hanel Vertical Storage Systems¹
2. Dematic robotic system²



The Hanel Lean Lift utilizes cubic storage capacity by storing materials vertically. It will reduce or eliminate the current bulk shelving public documents, and help manage inventory, reduce picking errors and misplaced items. The floor space recovered can be used for more people-centered activities, contributing to the project return on investment. The minimum budget for a system is 250K.

The Dematic robotic system can house a large amount of materials using a robotic system. The system is configured to provide automated retrieval of items in a secure environment. The Dematic system is much larger than the Hanel Lift system, and more costly. The min budget is 800k for a system.

Both storage systems can provide the City Departments and the Newton Free Library with storage space. Both systems can be configured with temperature/humidity controls, security, data management and fire suppression systems.

¹ <http://www.hanel.us/us/en/Products/Lean-Lift%20AE/The-principle.html>

² <https://www.dematic.com/en-us/supply-chain-solutions/by-vertical-market/document-collection-management>

CURRENT ARCHIVAL STORAGE REQUIREMENTS FOR THE JACKSON HOMESTEAD MUSEUM

The Jackson Homestead has been included in our assessment of need. The spreadsheet breaks-out the overall needs of the department.

The Jackson Homestead Museum 2D Collection Profile								
Description	Dimensions (Inches)	Amount of Cubic feet (Per Box)	Amount of Boxes	Total Amount of Cubic feet	Amount of Shelves	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 Range	Amount of Linear feet
Small O/S flat	17.75 x 12 x 3.5	6	217	1,302	434	31	434	1,302
Medium O/S flat	17 x 21 x 3.5	10	29	290	97	7	97	291
Large O/S flat	21 x 25 x 3.5	15	16	240	80	6	80	240
XL O/S flat	22.5 x 28.5 x 3.5	19	5	95	31	2	31	93
Letter size Manuscript	12 x 10.5 x 5	5	83	415	138	10	138	414
Legal size Manuscript	15.5 x 10.5 x 5	7	101	707	236	17	236	708
O/S Legal size Manuscript	15.5 x 12.5 x 5	8	9	72	24	2	24	72
Storage/Document box	15.5 x 12 x 10.5	16	84	1,344	448	32	448	1,344
Photo Binder box	12 x 13.5 x 3	4	34	136	45	3	45	135
Photo Storage box	8 x 12 x 6	5	14	70	23	2	23	69
LP box	7.5 x 14 x 13.5	12	1	12	4	0	4	12
Stereoview box	8 x 16 x 5	5	3	15	5	0	5	15
Metal slide cases	15.5 x 12 x 13	20	3	60	20	1	20	60
Card files box/small video box	6.5 x 12 x 4	3						
O/S horizontal photo box	18.5 x 60 x 5	46	1	46	15	1	15	45
Metal 2 drawer unit (same size as small O/S flat)	17.75 x 12 x 3.5	6	1	6	2	0	2	6
Glass negative boxes	11 x 6 x 5	3	20	60	20	1	20	60
Fireproof file cabinets (x4 drawer)	20 x 28 x 48	224	3	672	224	16	224	672
Total		414	624	5542	1846	131.8571429	1846	5538

CURRENT ARCHIVAL STORAGE REQUIREMENTS FOR DISPLACED MATERIALS

Jackson Homestead records and artifacts that were stored at the Kennard House are now in commercial storage and at Durant-Kenrick Museum. Most of these materials are incurring storage costs. The spreadsheet illustrates the need for different types of storage including flat cases. In addition, the much-needed installation of a fire suppression system at the Homestead will cause the displacement of 565 cubic feet of the City's artifact collection due to fire code requirements, namely a clearance 18 inches around sprinkler heads.

Description	Dimensions (Inches)	Amount of Cubic feet (Per Box)	Amount of Boxes	Total Amount of Cubic feet	Amount of Shelves	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet
Small O/S flat	17.75 x 12 x 3.5	6	9	56	19	1.3	18.6	56
Medium O/S flat	17 x 21 x 3.5	10	2	21	7	0.5	6.9	21
Legal size Manuscript	15.5 x 10.5 x 5	7	14	95	32	2.3	31.6	95
Storage/Document box	15.5 x 12 x 10.5	16	53	863	288	20.5	287.5	863
Photo Storage box	8 x 12 x 6	5	6	29	10	0.7	9.6	29
Total		44	84	1063	354	25	354	1063

Historic Newton Displaced Artifact Collection

J. Homestead Room	Cubic Feet
Attic	72
Back Hall & Stairwell	36
North Storage Room	287.75
South Storage Room	114
Basement	54.75
TOTAL	564.5

CURRENT COLD STORAGE REQUIREMENTS FOR THE CITY OF NEWTON

City Departments are caring for materials that require cold storage. The archive will also need to provide a separate cold storage room – 832 sq. ft.

Cold Storage Item Profiles									
Description	Where Located	Dimensions (Inches)	Amount of Cubic feet (Per Box)	Amount of Boxes	Total Amount of Cubic feet	Amount of Shelves	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet
11	Public Buildings	Records Storage Room, 52 Elliot Street		44	400	133	10	140	420
12	Fire Department	Headquarters Museum		1	12	4	0.29	4	12
18	Parks and Recreation	Parks and Recreation Office, Crescent st.			2	0.67	0.05	0.7	2
JH	Photo Binder box	The Jackson Homestead Museum	12 x 13.5 x 3	4	34	136	45	3	135
JH	Photo Storage box	The Jackson Homestead Museum	8 x 12 x 6	5	14	70	23	2	69
JH	Metal slide cases	The Jackson Homestead Museum	15.5 x 12 x 13	20	3	60	20	1	60
JH	Card files box/small video box	The Jackson Homestead Museum	6.5 x 12 x 4	3					
JH	O/S horizontal photo box	The Jackson Homestead Museum	18.5 x 60 x 5	46	1	46	15	1	45
JH	Glass negative boxes	The Jackson Homestead Museum	11 x 6 x 5	3	20	60	20	1	60
JH	Photo Storage box	Historical Society Business Records	8 x 12 x 6	5	6	29	10	0.7	29
Total				86	123	815	270	20	832

** JH is The Jackson Homestead Museum

BALANCED SCORECARD

The City of Newton needs to make operational improvements to its document retention activities. It needs to invest in a long-term plan; one that includes financial, operational, environments and public service strategies.

Our team analyzed each location to determine the current conditions, goals for the City Department collection and requirements for linear feet of shelving. We double checked our measurements by comparing the shelving required with a standardized unit (standard storage box - 10 H x 12 W x 15 D).

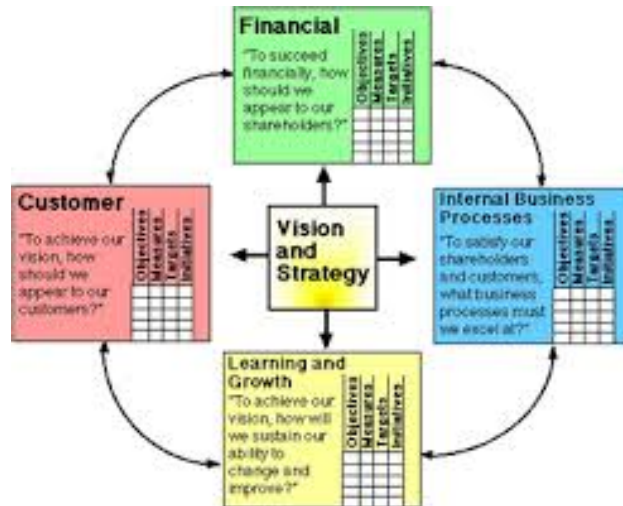
To ensure the needs of the Archives are met, we examined ways to complement information services, library special collections and archival storage needs. We asked, “Could we develop a plan to free City Departments from old files and paper? Could we reduce the clutter that clogs up City Hall?”

This document analyzed potential strategies that could support operational efficiencies. For example:

- **Financial Goal:** Develop an efficient storage system that will reduce the need for more office space, staff processing and research time
- **Operational Goal:** Process and store materials to provide quick and easy access
- **Environment Goal:** Protect historical papers, documents, photos, 3D objects, letters, etc.
- **Public Service Goal:** Reduce the cost of public research

CITY DEPARTMENT PROFILES

The next section includes a balanced scorecard review of each department archives needs. It includes an analysis of the archival materials and goals for the department collection(s). It also includes a current measurement for each area and outline for the Archives storage needs.



Basement Cage Photos

The next section provides a profile of each collection area. We added photos to the collection areas. However, a majority of the City's storage is in the basement of City Hall. The profiles without a photo are located in City Hall either in the offices or the Basement Cage.



1 City Clerk/ Board of Aldermen



The City Clerk/Board of Aldermen storage areas are dispersed across three locations (Library, City Hall Clerks Vault, and Basement Cage). The materials in the Newton Free Library are well organized and material is in excellent condition. The vault is full of historical materials and has been fitted with compact shelving. The materials in the Clerk's office are also in excellent condition; these materials may stay at their existing location. They may be located in the archive after the statute of limitations has been exceeded. As previously discussed, the basement area has flooded in the past and is not an appropriate place for long term storage.

The storage areas in the Newton Free Library are climate controlled and secure. Storage in the Clerks' Office and Basement Cage are not.

- The areas are at capacity and no more records can be accepted
- Fire suppression systems not functional
- All materials in the Basement Cage need to be cared for properly.

GOALS:

- House older materials in one location, making items accessible
- Include a functioning fire suppression system
- Include a modern security system
- Include temperature/humidity controls

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
1	City Clerk/ Board of Aldermen	Municipal Retention Manual Schedule 01 and 07 Various other Dept send records	Retention	(1)Newton Free Library (2) Clerk's Vault (3) Basement "cage"	200	67	22	5	70	210

2 Comptroller

The Comptroller has a vault adjacent to its office on the 1st floor of City Hall.

GOALS:

- Include a functioning fire suppression system
- Include a modern security system
- Include temperature/humidity controls

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department		Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet
2	Comptroller	Municipal Retention Schedule 02 Accountant/Auditor	Retention	Basement City Hall, Vault, Comptroller Vault	100	33	11	2	28	84

3 Purchasing

The Purchasing Department has a storage room in the Basement of City Hall behind the cafeteria. Most of the items being stored can be disposed of after 7 years.

- The Clerk's Office keeps the record copy of all contracts
- The files in the department can be disposed of after 7 years
- The department actively manages its records, destroying ones older than 7 years

The Purchasing Department should apply annually to destroy records listed on the State's retention schedules. It appears they are keeping many records much longer than is required.

GOALS:

- Continue to manage records transferring them to a central records storage area

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
3	Purchasing	Municipal Retention Schedule 01, 18	Retention	Basement Storage room, City Hall	150	50	17	4	56	168

4 Assessing

The Assessing Department's tax maps are located in the Engineering Office. The earliest records have been transferred to the City Archives; other are in two cages in the basement of City Hall and on bookcases along a corridor in the basement.

- The Dept. would like to send its pre-1970s records to the Archives
- The Assessing Dept. is currently working to digitize its current files
- Materials stored in the basement should be cleaned
- Materials need to be processed properly and located in a dry location

GOALS:

- Process materials and digitize them to enable easy access in the future
- Develop a centralized archive with staff that can access pre-1970s materials
- House materials in a dry location
- Include a functioning fire suppression system
- Include a modern security system
- Include temperature/humidity controls

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
4	Assessing	Municipal Records Schedule 04	Archives (In perpetuity)	First Floor Office; Various Locations in City Hall Basement	100	33	11	2	33	100

5 Treasurer



The Treasurers records include Payroll Records, which must be kept permanently. Older payroll records (1913-1990) have been microfilmed; newer materials, including payroll verifications, are in paper formats. These materials are located in the basement cages; some are on computer paper, which is fragile.

- When the Basement of City Hall flooded, items were destroyed
- Contains payroll records, which must be kept permanently
- Some items are in cartons on the basement floor
- Some items have been placed on pallets

GOALS:

- House Treasurers Records in an accessible, permanent and secure location
- House materials in a dry location
- Include a functioning fire suppression system
- Include a modern security system
- Include temperature/humidity controls

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
5	Treasurer/Collector	Municipal Records Schedule 01, 08, 24	Archives (In perpetuity)	2 "Cages" In basement City Hall	400	133	44	10	140	420

6 City Solicitor



The City Solicitor’s departmental records are stored in a basement cage. The room is too small to accommodate all boxes, some of which are on the floor. The materials include case files for this department. Periodically, the attorneys go through the files and destroy records that they deem are no longer needed. Important materials need to be sent to the archive. Boxes in this cage were damaged in the October 2015 flood.

A few boxes have been stored in the ladies' room across the hallway from the Solicitor's Office. Materials need to be centrally stored.

GOALS:

- City Solicitor’s departmental records are placed in an accessible, permanent and secure location
- House materials in a dry location
- Include a functioning fire suppression system
- Include a modern security system
- Include temperature/humidity controls

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
6	City Solicitor	Municipal Record Schedule 01	Retention	Storage Room, 2nd floor, City Hall	449	150		11	154	462

7 Human Resources

The Human Resources Department stores its records in a locked room in the Basement of City Hall. The Human Resources Department is working with the IS Department on digitizing materials. However, older materials are being left unorganized and inaccessible for quick re-search.

- The Department has not completed scanning older records
- HR has a storage room in the basement near the Cafeteria
- In the flood, some permanent records were destroyed

GOALS:

- Permanent records should be processed and re-boxed into archival record cartons and placed in a central archive; Human Resources Department departmental records are placed in an accessible, permanent and secure location
- House materials in a dry location
- Include a modern security system
- Include temperature/humidity controls

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
7	Human Resources	Municipal Retention Schedule 01	Retention	Two basement storage area Newton City Hall	100	33	11	2	28	84

8 Election

The Elections Department stores its records in two locations - a basement storage room and the Clerks cage in City Hall. The materials include permanent records that cannot be destroyed. Storage includes records listed as "permanent" under the municipal retention schedules. However, many of the books are in very poor condition and show evidence of mold and infestation. The records in this room are of great interest to those tracing their history, looking for evidence of naturalization, etc.

- Not all materials are accessible
- Past staff complaints of health issues related to the aging records
- The Basement Cage was affected by the flood

Members of the public used to come and work with staff to access Election records, particularly the card files, which list voters alphabetically. While these card files are not listed on the Municipal Retention Schedules, staff consider them important: they summarize information kept in yearly books, and are the first place to go to when looking for information about when residents registered to vote.

GOALS:

- Elections records are placed in an accessible, permanent and secure location
- Election records are fumigated, with all infestations and mold removed, or encased to limit future environmental concerns
- House materials in a dry location
- Include a modern security system
- Include temperature/humidity controls

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
8	Election	Municipal Retention Manual Schedule 07	Retention	Basement, City Hall	300	100	33	7	98	294

9 Licensing Board

The Licensing Board records are located in a storage room shared with the Purchasing Department in City Hall. Most records have been moved to the first floor office of the Heath Department, which services these files.

The Clerk for the Licensing Board retains everything, since applicants and their attorneys want to see all information available for an establishment when applying for licenses. Staff must be able to locate files easily.

GOALS:

- Licensing Board storage records are placed in an accessible, permanent and secure location
- Licensing Board storage are housed in a dry location
- Include a modern security system
- Include temperature/humidity controls

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
9	Licensing Board	Municipal Records Retention Schedule 01	Retention	2 rooms, 1st Floor City Hall	20	7	2	0.5	7	21

10 Planning and Development

The Planning and Development Dept. storage files are located in their office and in one basement cage. The materials include permanent records for this department; storage files date back to the enabling legislation (e.g. 1957), although the majority is from 1970, when the Wetlands Protection Act was passed and the Conservation Commission was created. The staff believes the files are historically important and wants to keep them. However, they do not have to be retained permanently according to the State's Retention schedules.

- The Department keeps an entire folder of material for each property
- Some materials were created before the Conservation Commission
- Many records documenting historic planning were lost in the recent flood
- The Dept. does not dispose of materials as the Schedule 2009 states

Many people do not record conservation easements, and without the Certificate of Compliance the files cannot be closed out. There are 2 four-drawer legal files and administrative files, active projects and minutes. There are a lot of files dating back to the 1970s. There are six 4-drawer cabinets in the second floor planning office and older ones located in the Planning Dept.'s storage area in the basement.

GOALS:

- Planning and Development Dept. storage files are placed in an accessible, permanent and secure location
- Historic Planning and Development storage is housed in a dry location
- Include a modern security system
- Include temperature/humidity controls
- The City needs a central archive processing area to evaluate historical materials and assess what should be maintained

MEASUREMENTS:

CITY ARCHIVES CALCULATION											
Department		Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
10.1	Planning and Development	Municipal Retention Schedule 01,09,13,15	Retention	Basement Storage room, City Hall	Conservation	60	20	7	1	14	42
10.2					Historic	50	17	6	1	14	42
10.3					Preservation	10	3	1	0.2	3	9

11 Public Buildings



The Public Buildings Dept. storage files are located at the Elliot Street offices. The materials include permanent records for this department including blueprints, photographs, framed maps, and paper records. The storage area is dusty and access is limited. The room is full and staff does not have the time to evaluate, process and dispose of records.

- The department keeps approximately 1800 individual plans
- There are approximately 60 buildings
- Contains records that have passed their retention schedules
- Many records can be processed and destroyed (ex. paid invoices)

As opposed to Inspectional Services, which keeps plans as approved Public Buildings, the Dept. keeps the “as built” plans. The Department needs to determine which plans area of buildings that have been demolished or may be destroyed (ex. old Newton North High School).

GOALS:

- Public Buildings Dept. storage files are placed in an accessible, permanent and secure location
- The records should be carefully evaluated and/or processed in a centralized Archive before any are disposed
- Include a modern security system
- Include temperature/humidity controls
- The City needs a central archive processing area to evaluate historical materials and assess what should be maintained

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
11	Public Buildings	Municipal Records Schedule 01, 06	Retention	Records Storage Room, 52 Elliot Street	400	133	44	10	140	420

12 Fire Department



The Fire Department's Headquarters on Centre Street has a museum on the first and second floors. In several areas, there are historical photos and artifacts. The Department would like to create a firehouse museum. However, the photos and artifacts need a conservation plan.

- The Department rescued items from City buildings
- Capt. Roche has an office at Station 2 w/ old ledgers (e.g. late 1890s)
- The records include old photos that require cold storage

Many items are degrading without a proper conservation strategy, including: Pictures of a horse-drawn engine taken in 1893; artifacts and documents and photographs in cases; original framed poster "location of fire Signals"; and a series of framed photographs of captains (8x10").

The Department should place materials not on display into archival folders; it would also be ideal to make them available to researchers perhaps by scanning selected materials, such as ledgers and photographs.

GOALS:

- The Fire Department's artifacts are stored in an accessible, permanent and secure location
- The artifacts should be carefully evaluated and/or processed in a centralized Archive to be placed in exhibits for the Fire Museum
- Include a cold storage area for all historic photographs
- Include temperature/humidity controls
- Archive processing area to evaluate historical materials and assess what should be displayed

MEASUREMENTS:

CITY ARCHIVES CALCULATION									
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet
12 Fire Department	Municipal Records Schedule 01, 12	Archives (In perpetuity)	Headquarters Museum	12	4	1	0.29	4	12

13 Inspectional Services



The Inspectional Services Dept. storage files are located in the basement at City Hall. The materials include permanent records for this department, comprised of blueprints and paper records. The department maintains files by property address in its 2nd floor office. There are lateral file cabinets, which are approximately 80% full and now contain historical records.

- There are an estimated 100,000 sets of plans in this room
- Building Plans: The oldest appear to date from 1911
- The blueprints are stored in poor conditions in the basement
- Many plans were destroyed during the flood
- The building inspector is in the process of a multi-year scanning project

The Inspectional Services Dept. has been working on inventorying the plans in the basement. Items were originally filed by year and permit number. The staff created a form to collect information in each bundle on the street address, year, and permit number. Staff works on processing these plans one day a

month.

GOALS:

- The Inspectional Services Dept. plans are stored in an accessible, permanent and secure location
- High priority should be given to cleaning these plans, moving them to an appropriate storage facility
- Include a cold storage area for all historic photographs
- Include temperature/humidity controls
- Archive processing area to evaluate historical materials and assess what should be displayed

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
13	Inspectional Services	Municipal Retention Schedule 06	Retention	Basement Storage room, City Hall	670	223	74	16	224	672

14 Sealer Weights and Measure

Sealer Weights and Measure Records are being kept in a 1st floor office in City Hall. The materials include permanent records for this department, stored in binders. The climate appears good and the records were in good condition. However, materials should be placed in a central repository to improve access.

- All records are now being kept online
- Paper records are no longer be kept
- Historical Records need to be placed in a central archive

GOALS:

- Historical Sealer Weights and Measure Records need to be stored in an accessible, permanent and secure location
- All future records will be kept online, requiring digital preservation strategies
- Include a secure areas to hold historical materials
- Include temperature/humidity controls
- Archive processing area to evaluate historical materials and assess what should be kept for the long term

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
14	Sealer Weights and Measure	Municipal Records Schedule 21	Archives (In perpetuity)	1st floor City Hall	2	0.67		0.05	0.7	2

15 Public Works / Engineering



The Public Works Department storage area is located on the first floor and one basement cage of City Hall. It includes many permanent records that document Newton's built environment; some of the items date back to the 1880s. Storage includes water and sewer books and many maps, pictures and plans.

- Because the plans are in daily use, many of them are deteriorating
- Staff is needed to do conservation work on frequently used materials
- The Department has already scanned other permanent records
- The basement is not an appropriate place to store historic documents
- There is evidence of the recent water damage
- Public Works Department materials were dirty and water-stained

Materials located in the 1st floor office require flat storage. The materials in the basement cage need to be protected; items need to be analyzed according to the Massachusetts Municipal Records Schedules. There are glass plate negatives that date from the late 1880s and other undocumented materials from the 1960s; materials are considered at risk.

GOALS:

- The Public Works Department storage needs to be relocated into an accessible, permanent and secure location
- Preservation strategies required for old equipment, Sanborn maps, and copper plates used for a Parks Department publication
- Include a processing area to analyze historical materials including (ex. glass plate negatives)
- Include temperature/humidity controls and cold storage
- Archive processing area to evaluate historical materials and assess what should be kept for the long term

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
15	Public Works	Municipal Records Schedule 11	Archives (In perpetuity)	Engineering office/ 1st floor City Hall	450	150	50	11	154	462

16 Health and Human Services

The Health and Human Services Department has one storage room in the City Hall Basement shared with the Purchasing Department. They actively manage their records, destroying them when the retention period is over.

GOALS:

- Include in central storage area
- Include a processing area to hold analyze historical materials including
- Include temperature/humidity controls
- Store materials in a dry place

MEASUREMENTS:

CITY ARCHIVES CALCULATION									
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet
16 Health and Human Services	Municipal Retention Schedule 01,05	Archives (In perpetuity)	Basement, Center st office City Hall	150	50	17	4	56	168

17 Newton Free Library



The Newton Free Library includes two storage areas for archival and local history materials. There is a vault with elevated flooring and mechanically operated compact shelving that is designated to hold permanent retention materials belonging to the City Clerk. This City Archives Vault (item 17.3 in the chart below) required special permission from the state in order to house these materials outside of the City Hall, and was only granted due to the Library's proximity to City Hall. This vault is accessed through another compact shelving area whose materials are partly special collections belonging to the library (17.1) and partly of archival materials belonging to the City Archives (17.2). The library has catalogued most of its archival collections, but there is no room to store additional materials. The electronically operated compact shelving in this area is operationally impaired, requiring two people to operate the controls in override mode, and requires servicing to fix breakdowns several times a year.

The Strategic Plan adopted by Library Trustees on September 30th, 2015 identifies the need for additional space for many service elements, and for reconfiguration of space and expansion of the library. It calls for application to the state for a Library Construction Grant when the Massachusetts Board of Library Commissioners announces the next grant round. While specific plans will be developed, it envisions reserving the first floor for the most frequently accessed collections and services and moving the archival materials to an upper level, allowing the creation of a Youth Services department that will expand and improve both Children's Services and create a distinct Teen space.

- The automatic compact shelving system needs to be modified or replaced, with costs of over \$16,000 identified in 2014 just to convert it to manual operation.
- Many archival materials need conservation work, requiring staff
- The storage area is not configured to store maps and artifacts
- Fire suppression systems need to be updated to current standards
- Capacity has been reached in both the City Archives vault and the Library compact shelving room

Adopting one of the unified storage plans outlined on page 7 would be of tremendous benefit to the library. It would free up critically located public service space on the first floor, solve issues related to outdated equipment and provide expansion space for growth of special collections. Locating an expanded and unified City Archives at the Library property is optimal because there is already a precedent of state permission to use the site for archival purposes of materials that in other respects would have to be accommodated in City Hall. It is also

optimal to build it into the larger building project envisioned by the library to economize on design, construction costs and to leverage the facility upgrades that would occur in such a project.

GOALS:

- Expand, unify and reconfigure the City Archives at the Newton Free Library
- Create an accessible, permanent and secure location for the City Archives
- Assist the Library in processing City artifacts
- Include temperature/humidity controls
- Update the compact storage shelving system
- Store materials in a dry and secure place

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department		Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet
17.1	Newton Free Library	Archival records from various depts.	Archives (In perpetuity)	Library	1588	529	176	38	532	1,596
17.2				Archive	796	265	88	19	266	798
17.3				Vault	1554	518	173	37	518	1,554

18 Parks and Recreation

The Parks and Recreation Department recently moved to Kennard Park. The only permanent records the department maintains are the Parks and Recreation Committee meeting minutes.

- Records are kept in a locked filing cabinet
- The building is old, wood and does not have climate control
- The dept. scanned 2 of the earliest books; originals sent to Clerk
- Materials are still in the Park and Rec office, in a 3-ring binder
- The Parks and Rec send permits to the Law Department

The department had no photographs or other material documenting its history. The staff believes they might have historical newsletters, photographs or other information documenting departmental activities. The Jackson Homestead has records of the historical cemeteries. It would be ideal to collect newsletters, photographs and other materials that document the department's rich history.

GOALS:

- Create an accessible, permanent and secure location for the City Archives
- Include temperature/humidity controls
- Update storage processing
- Store materials in a dry and secure place

MEASUREMENTS:

CITY ARCHIVES CALCULATION										
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet	
18	Parks and Recreation	Municipal Retention Schedule 01	Retention	Parks and Recreation Office, Crescent St.	2	0.67		0.05	0.7	2

19 School Department



The School Department needs to manage their records properly, particularly their permanent student records, which must (according to State Law) be kept a minimum of 60 years (and many municipalities maintain the student transcript permanently). In the recent past, the School Department has sent School Committee minutes and student records (the earliest from the mid-1800s) to the City Archives. However, there are still materials at the Education Center, which need to be kept permanently and which require both better storage and active management. Student records are being kept in the storage container show in the photograph, left, which has no climate control, and which is inaccessible in the winter. In addition, many schools have both permanent and temporary records at their schools. Often the schools have run out of storage space and have no way to properly store them or provide access to them. Many student records have been destroyed or are degrading due to the poor conditions under which they are stored. The School Department holds many records both at the Education Center and in every school. Historical materials have been sent to the City Archives. The Special Collections at the Newton Free

Library maintains high school yearbooks.

GOALS:

- Create an accessible, permanent and secure location for the historical school related collections
- Include temperature/humidity controls
- Hire an archivist/records manager to properly manage student records as well as historical materials
- Include fire suppression system
- Store materials in a dry and secure place

MEASUREMENT:

CITY ARCHIVES CALCULATION									
Department	Type of Records	Retention / Archives (In perpetuity)	Where Located	Amount of Cubic feet	#of Existing Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet
19 School Department	Municipal Retention Schedule 01, 20	Permanent	Superintendents' office and school committee offices	700	233	78	17	238	714

20 & 21 Jackson Homestead & Newton History Museum



The Jackson Homestead holds unique historical materials from the 1700's to the recent past. It accomplishes this mission by providing exhibits and programs "to encourage the inquiry and exploration of Newton within the broad context of American history." It accomplishes this mission by providing exhibits and programs to the public including Newton Public Schools.

Materials are stored at the Museum and in the attic at the Kennard House. There are no temperature/humidity controls. Recently, the Homestead secured public funding from the City of Newton to improve the storage of unique materials. Unfortunately, the plan does not support short-term or long-term needs for archival storage of 3D materials.

- The museum's plans for storage fall short of current needs
- The Jackson Homestead's archives is now full
- The museum is using space that is not adequate for historical items

The museum staff at the Jackson Homestead places a high value on making materials accessible. They want the community to have a first-rate historical experience. However, the museum cannot store objects on site. The historic building retains water that makes basement storage of items impossible.

The Jackson Homestead has certain City-generated documents, including Historic Buildings Surveys and notebooks with prints of the Engineering Offices' glass plate negatives. It has a collection policy; many think of the Jackson Homestead, rather than the City Archives, as the place to send historical documents generated by the City.

GOALS:

- Create an accessible, permanent and secure location for the Jackson Homestead to store unique and historical collections
- Include temperature/humidity controls
- Include fire suppression system
- Combine storage processing of City Archive, Jackson Homestead and Newton Free Library Special Collections
- Store materials in a dry and secure place

MEASUREMENTS:

CITY ARCHIVES CALCULATION											
Department		Type of Records	Retention / Archives (In perpetuity)	Where Located		Amount of Cubic feet	Amount of Shelves	Amount of Standard Storage Boxes	Amount of Double Faced (7 shelves high) Ranges	Amount of Sq Ft per 1 range	Amount of Linear feet
20.1	The Jackson Homestead Museum	Historic Newton archival records	Archives (In perpetuity)	The Jackson Homestead Museum	2D Storage	5542	1846	624	132	1,846	5,538
20.2					3D Storage	560	187		13	182	546
21	Historical Society Business Records	Historic Newton archival records	Archives (In perpetuity)	School		401	133	123	9	133	398



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LIBRARY CONSULTANT

The Cohen's approach to library planning follows a rational and methodical process, integrating on-site library planning workshops and online / video conferencing sessions. Our studio develops work products that relate to the specifications of public, special and academic libraries; learning and technology spaces; digital collections and library services; library staff and operations planning services.

WHO ARE WE

Since 1972, Aaron Cohen Associates LTD, [Library Consultant](#), has drawn on our wealth of experience in [facility planning](#), organizational development and user needs assessments to improve libraries. We assist academic librarians, public library boards, academic provosts, city managers and community leaders in the assessment and improvement of library services.

Libraries use our services to understand and improve space utilization, enhancing the usability, relevance and appearance of this cultural and educational resource. We participate in collection development projects and work independently to assess and develop preservation/archive reports. We consult on new buildings, renovations and expansions on existing building sites. We offer resource planning and collection storage studies. Our experience is broad, with projects ranging in size from small public libraries to large [national libraries](#).

LIBRARY ARCHITECTURE / ETHNOGRAPHIC RESEARCH

We use ethnographic research to support library architecture, space planning, interior design and staff operations. We used evidence based techniques to research the public and/or academic community needs. Our planning reports outline new service options, library collections, technology, learning spaces and staff operations.

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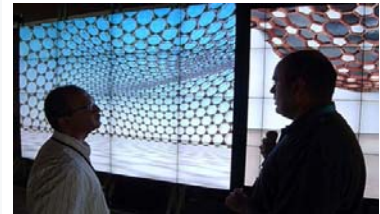
It is important for institutions of higher learning and education to assess their effectiveness.

- We research the distribution of campus resources, building conditions and new service trends to improve architectural design(s).
- We assess library staff, job descriptions, services, workflow and operations strategies.
- We offer **master planning services** including 20-year building programs, user needs assessments, new design concepts and **library operations plans**.

Our [library consultants](#) are thought-leaders in resources planning and learning space design. This includes the redevelopment of historic reading rooms. We also develop new space planning concepts including the genius bar, learning commons, interactive spaces and civic experiences. We work on large cultural projects including libraries and museums located in parks. Our **educational consultants** work with library faculty to improve digital and information literacy programs.

WHAT WE OFFER

Our **Library Consultants** offer strategic plans, architectural programming, collection development and organizational assessments. We provide IT research to improve the utilization of learning resources.



HOW WE CAN HELP YOUR LIBRARY

We have a wealth of knowledge in the ways libraries function.

- We offer architectural services; library programming, preservation requirements and shelving systems analysis.
- We offer strategic planning services.
- We develop **library service plans** to cultural growth.
- We offer [strategic planning workshops](#) to facilitate the development of library systems, operations and staff competencies.

We have in-depth knowledge of the ways in which libraries function. Our highly-experienced and multi-disciplinary studio consists of librarians (MLIS), architects, interior designers, educators, IT, sound, data and lighting consultants. We are always looking for expert librarians and architecture firms to partner with our team on local and international projects.

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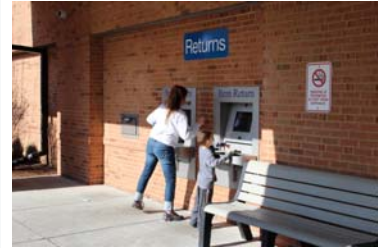
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