



**CITY OF NEW BEDFORD**  
**COMMUNITY PRESERVATION ACT FY26**  
**PROJECT APPLICATION**

**PROJECT INFORMATION**

PROJECT TITLE	NBFHC Archives Phase IV		WARD <b>4</b>
PROJECT LOCATION	New Bedford Fishing Heritage Center		
LEGAL PROPERTY OWNER OF RECORD	New Bedford Fishing Heritage Center		
CPA PROGRAM CATEGORY <i>(Select relevant categories for your project)</i>	<input type="checkbox"/> OPEN SPACE	<input checked="" type="checkbox"/> HISTORIC RESOURCE	
	<input type="checkbox"/> RECREATION	<input type="checkbox"/> HOUSING	
ESTIMATED START DATE	July 1, 2026	ESTIMATED COMPLETION DATE	June 30, 2027

**PROJECT APPLICANT**

APPLICANT ORGANIZATION NAME	New Bedford Fishing Heritage Center		
APPLICANT IS <i>(Check only one)</i>	<input type="checkbox"/> CITY DEPARTMENT	<input checked="" type="checkbox"/> NON-PROFIT	<input type="checkbox"/> PRIVATE GROUP/CITIZEN
CO-APPLICANT ORGANIZATION NAME <i>(If applicable)</i>			
CO-APPLICANT IS <i>(Check only one)</i>	<input type="checkbox"/> CITY DEPARTMENT	<input type="checkbox"/> NON-PROFIT	<input type="checkbox"/> PRIVATE GROUP/CITIZEN
PROJECT CONTACT PERSON	Laura Orleans		
MAILING ADDRESS <i>(INCLUDE ZIP CODE)</i>	PO BOX 2052, New Bedford, MA 02741-2052		
TELEPHONE NUMBER	508-993-8894	EMAIL:	

**PROJECT FUNDING**

CPA FUNDING REQUEST <i>(must match CPA request-line 1 of Project Budget on page 8)</i>	\$35000
TOTAL PROJECT BUDGET	\$81840

**SIGNATURES**

I/we attest that all information provided in this entire submission is true and correct to the best of my/our knowledge and that no information has been excluded which might reasonably affect funding. I/we authorize the Community Preservation Committee and/or the City of New Bedford to obtain verification from any source provided. I/we acknowledge and agree that a permanent restriction may be placed on the property as a condition of funding.

APPLICANT NAME <i>(printed)</i> Laura Orleans	SIGNATURE 	DATE 11/12/25
CO-APPLICANT NAME <i>(printed)</i>	SIGNATURE	DATE

## Submission Checklist

The following items must be organized on your submitted flash drive in folders named for each applicable section below (e.g., Application, Financial, etc.). Please check each item on this list if it is included in your submission packet. **Note: not all items will apply to each project.**

<b>APPLICATION – All items in this section are required</b>	
<input checked="" type="checkbox"/>	Application Information (page 1)
<input checked="" type="checkbox"/>	Submission Checklist (this page)
<input checked="" type="checkbox"/>	Narrative/Project Management/Category Specific Section/Financial (pages 3-7)
<input checked="" type="checkbox"/>	Project Schedule – Project Budget – Funding Sources Summary (page 8)
<input type="checkbox"/>	Construction Budget Summary – to be complete for construction projects ONLY (page 9)
<input checked="" type="checkbox"/>	Certificate of Vote of Corporation and Tax Compliance Certification (page 10) must be completed by both applicant and co-applicant if non-municipal applicant. The form must be completed by authorized board member. *Certificate of Vote named person must be different person from signer of the certificate.
<b>FINANCIAL</b>	
<input type="checkbox"/>	One cost estimate from an architect <b>OR</b> two written vendor/contractor quotes ( <b>Quotes/cost estimates must be submitted with application – late submissions will not be accepted</b> )
<input type="checkbox"/>	Proof of secured funding (commitment letters or bank statements), if applicable. <b>Please redact account numbers and any sensitive information.</b>
<b>OWNERSHIP/OPERATION (NON-CITY)</b>	
<input type="checkbox"/>	If the applicant is not the owner, attach documentation of site control or written consent of owner to undertake the project. <i>Applications will not be reviewed without this documentation.</i>
<input checked="" type="checkbox"/>	Board of Directors listing
<input checked="" type="checkbox"/>	Certificate of Good Standing – available at MA Secretary of State website
<input checked="" type="checkbox"/>	501(c) certification (if operating as a non-profit) or corporate certificate
<input type="checkbox"/>	Purchase & Sale agreement or copy of current recorded deed, if applicable.
<b>COMMUNITY SUPPORT</b>	
<input checked="" type="checkbox"/>	Letters of support from residents, community groups, city departments, boards or commissions, etc.
<b>PLANS &amp; REPORTS</b> <i>If applicable to your project, please submit in digital format only.</i>	
<input type="checkbox"/>	Renderings, site plans, engineering plans, design/bidding plans, specifications, and any MAAB variance requests.
<input checked="" type="checkbox"/>	Applicable reports (21E, Historic Structure Report, appraisals, survey plan, feasibility studies, etc.)
<b>VISUAL</b> <i>If applicable to your project, please submit in digital format only.</i>	
<input type="checkbox"/>	Photos of the project site (not more than four views per site) Digital copies <u>only</u> .
<input type="checkbox"/>	Catalog cuts (i.e. recreation equipment) if applicable.
<b>FOR HISTORIC RESOURCE PROJECTS ONLY</b>	
<input checked="" type="checkbox"/>	Documentation stating the project is listed on the State Register of Historic Places or a written determination from the New Bedford Historical Commission that the resource is significant in the history, archeology, architecture, or culture of New Bedford.
<input checked="" type="checkbox"/>	Photos documenting the condition of the property/resource. Digital copies <u>only</u> .
<input type="checkbox"/>	Report or condition assessment by a qualified professional describing the current condition of the property/resource, if available.
<input checked="" type="checkbox"/>	I/We have read the <b>U.S. Secretary of the Interior's Standards for the Treatment of Historic Properties</b> and understand that planning for and execution of this project must meet these standards.

# PROJECT NARRATIVE

## 1 GENERAL NARRATIVE (1000 Character Maximum)

- *Describe the proposed scope of work including the project location, property involved, and the proposed use*

Since opening to the public in 2016 at 38 Bethel Street, New Bedford Fishing Heritage Center (FHC) has amassed a significant collection of local fishing community history and culture including 100 linear feet of archival materials as well as a digital collection containing approximately 80,000 scans and 1000 audio recordings (oral history interviews and recordings from the Working Waterfront Festival (WWF) and FHC's ongoing community documentation efforts). The collection includes nautical charts, logbooks, ledgers, settlement sheets, union records, photographs, periodicals, and scrapbooks as well as tools, fossils, ceramics, equipment, and boat models. This collection is unique as the FHC is the only organization actively recording, preserving and sharing the story of New Bedford's fishing industry and community. The Center seeks funds to continue this work including cataloging and digitizing both existing and new acquisitions and engaging the public.

## 2 COMMUNITY NEED (1000 Character Maximum)

- *What community need(s) listed in the current CPA Plan will this project address? How does the project benefit the public and what population(s) will it serve? If it serves a population currently underserved, please describe.*

New Bedford has been a significant commercial fishing port since the early 1900s and is today, the largest fishing port on the east coast employing over 6,800 people who trace their heritage to Central America and the Caribbean, the Canadian Maritimes, the British Isles, Europe, Cape Verde, and Vietnam. Preserving and sharing an inclusive history of the fishing community (business and boat owners, captains, deckhands, shoreside workers, and fishing family members) is at the heart of the Center's mission. Fishing community members have spearheaded the effort to preserve this heritage. Many benefit from access to the materials in this archive. Fishing family members, journalists, authors, film makers, and researchers frequently contact the Center searching for information and images.

## 3 GOALS & OBJECTIVES (1000 Character Maximum)

- *Describe the project's goals and objectives. The objectives must be specific, measurable, achievable and realistic.*
- *How does the project meet the general and category-specific priorities outlined in the current Community Preservation Plan?*

- Process, digitize, catalogue, NB Seafood Producers Association Scrapbook Collection; process and catalogue and Lang/Xifares Labor Collection. Upload both to FHC's online archive
- Expand existing collection descriptions to include descriptions of each item and key words, making thousands of additional photos and documents publicly accessible
- Enhance online database by including embedded media when appropriate
- Continue to train and supervise volunteers in archives best practices
- Facilitate increased community engagement (public programs and monthly newsletter article)
- Implement NEDCC digital redundancy recommendations to ensure collection preservation

This project meets CPA priorities by preserving and sharing significant historic and cultural resources that might otherwise be discarded or not made publicly accessible; educating the public about the importance of archives as historic preservation tools; and addressing mold remediation and transfer of content on magnetic/optical media to digital formats.

**4 MEASURING SUCCESS (1000 Character Maximum)**

- *How will the success of this project be measured?*

Success will be measured by completion of the goals outlined above as well as the level of public engagement: number of volunteers engaged in cataloging and digitization effort, and number of staff and volunteers trained in collection management system. The archivist will create benchmarks to track progress like the number of records created or edited. These benchmarks will be communicated internally at Collections Committee meetings, board meetings, staff meetings, and volunteer meetings, and externally through press releases to regional and fishing industry specific media outlets, social media, and the Center's monthly e-newsletter and bi-annual publication, Mug Up. Each of the Center's staff members will spend a portion of their time working with the archivist to familiarize themselves with the collection, define goals and objectives, refine the collections management plan, engage volunteers, and inform the public about the project.

**5 COMMUNITY SUPPORT (1000 Character Maximum)**

- *Explain the level of community support this project has received. If possible, please include letters of support from any groups or individuals who have endorsed this project.*

There is tremendous community support for this effort. As described above, the Center is frequently contacted by a wide variety of constituents looking for information and images. These include fishing family members, journalists, educators, authors, film makers, scientists, and other researchers. Such requests have increased since the Center opened with one or more inquiries per week at present. Additionally, many fishing community members have donated materials for inclusion in the Center's physical collection and/or loaned materials to be digitized for inclusion in the Center's digital archive. Representative letters of support are attached. In addition to those reaching out to the Center are the at-home users who visit and search for documents, photos, media and objects with our online database. Since launching the database in May of 2024, there have been 5,328 searches (as of October 23, 2025), which averages over 300 searches per month.

**6 CRITICAL NEED (1000 Character Maximum)**

- *Is this project of an urgent nature?*
- *Is there a deadline or factors not controlled by the applicant (i.e. opportunity for immediate acquisition, opportunity to leverage available non-CPA grant or other financial opportunity)?*
- *For historic resource applications only, is the property at risk for irreparable loss? If so, please include a condition assessment from a qualified professional if available.*

We have several collections that have pressing needs. Mold remediation from 58 Seafood Producer's Association scrapbooks. Media transfer from degrading optical media (audio cassettes, VHS, CDs, & DVDs) to digital media; this issue is pervasive in many of our mixed media collections dating to the 1980s and earlier. Digital redundancy to protect our entire collection from catastrophic loss. Our ongoing community documentation is also critical as the fishing industry is undergoing significant and rapid change, capturing the stories and knowledge of those who remember a time before the Magnuson-Stevens Act of 1976, the Fishermen's Strike of 1986, and increased consolidation of the fleet in the last two decades.

# PROJECT MANAGEMENT

## 1 APPLICANT INFORMATION (1000 Character Maximum)

- *Describe applicant. Is applicant a public entity, private non-profit, private for-profit, an individual, a partnership, or another type of entity? What is the history and background of the applicant?*
- *Identify and describe the roles of all participants (applicants, architects, contractors, etc.) including the project manager.*
- *Describe any past projects of similar type and scale, or experience that demonstrates the applicant's ability to carry out this project.*

FHC, a private nonprofit, was established in 2014 to preserve and present the story of the commercial fishing community and builds on 12 years of documentation associated with New Bedford's Working Waterfront Festival. FHC opened to the public in 2016 and serves approximately 7,500 people annually. Staff and volunteers bring decades of experience documenting, preserving, and presenting fishing community history through exhibits, films, and publications and have completed several major oral history projects and held dozens of community scanning days to preserve history and build the digital archive. A Collections Committee comprised of an archivist, an educator, and volunteers with knowledge of fishing community history reviews all potential donations. Over the last decade, volunteers have spent hundreds of hours digitizing thousands of images and documents. Part-time Archivist and Project Manager Connor Gaudet brings many years of experience archiving historical collections in New York and Massachusetts. He will continue to work closely with staff and volunteers to ensure the collection is properly accessioned and cataloged, train staff and volunteers to ensure ongoing maintenance, and facilitate public access of the collection via an online database and public programming.

## 2 PROJECT FEASIBILITY (1000 Character Maximum)

- *List and explain further actions or steps required for completion of the project, such as environmental assessments, zoning or other permits and approvals, agreement on terms of any required conservation, affordability or historic preservation agreements, subordination agreements, and any known or potential barriers or impediments to project implementation.*

Further steps to complete the project primarily have to do with creating and implementing a digital redundancy policy that will secure the collection against loss. We are taking steps to hire a digital preservation consultant and create an onsite/offsite strategy.

Despite the importance of preserving New Bedford's fishing industry history and the obvious appetite the community has demonstrated for our exhibits and programming, the biggest barrier continues to be the difficulty of securing the stable, long-term source of financial support necessary to build, maintain and grow our archival collections.

## 3 PROJECT MAINTENANCE (1000 Character Maximum)

- *Please explain the long-term maintenance plan for the completed project.*

Recommendations from our NEDCC preservation assessment include rehousing materials, revising the Collections Management Plan, and training staff and volunteers to ensure that the collection is properly cared for, documented, and made publicly accessible. The report also includes a Digital Preservation Addendum assessing the collections for risk of loss and recommending strategies for mitigation including the creation of redundancy of digital materials. At a minimum, it is recommended that digital assets follow the 3-2-1 rule: three copies stored on at least two different types of media with one stored off site.

## COMPLETE FOR HISTORIC RESOURCE PROJECTS ONLY

### CPA Compliance (1000 Character Maximum)

- *Describe how the proposed project complies with the [U.S. Secretary of the Interior's Standards for Rehabilitation](#), as required by the CPA legislation under the definition of rehabilitation.*
- *Describe how the applicant will ensure compliance with these standards as the project is ongoing, i.e., hiring of a consultant.*

N/A (we are not working with a historic property), however, the Center will adhere to best practices for preservation of museum collections as set forth by the American Museum Association.

## COMPLETE FOR PROJECTS WITH ACCESSIBILITY REQUIREMENTS ONLY

### CPA Compliance (500 Character Maximum)

- *Describe how the proposed project complies with the [ADA/MAAB Regulations](#).*

New Bedford Fishing Heritage Center is housed in an ADA compliant facility. The online database, launched in May of 2024 for the publicly accessible catalog is available online and at the Center on a computer for use by in person researchers.

## COMPLETE FOR COMMUNITY HOUSING PROJECTS ONLY

### CPA Compliance (500 Character Maximum)

- *Describe how the proposed project complies with CPA affordability requirements (100% of AMI for New Bedford)*
- *Describe the number and types of units (e.g.: 1br, 2br).*
- *Provide a complete Development Budget and an Operating Budget (for rental properties).*

N/a

## PROJECT FINANCIAL INFORMATION

### 1 FINANCIAL INFORMATION (2000 Character Maximum)

- *Describe all successful and unsuccessful attempts to secure funding and/or in-kind contributions, donations, or volunteer labor for the project. A bullet point list is acceptable.*
- *Will the project require CPA funding over multiple years? If so, provide estimated annual funding requirements.*
- *What is the basis for the total CPA request?*
- *How will the project be affected if it does not receive CPA funds or receives a reduced amount?*

Prior to CPA funding, collections management fell to volunteers who have donated thousands of hours to the archiving and digitizing effort. With an archivist, collections management has been significantly improved with online access to over 23,500 records and items. More visibility has resulted in more collections donations and more research requests. A fourth year of funding will enable us to complete this stage of the work including recommendations from the NEDCC and provide the foundation for us to fund a permanent archivist position going forward. This year with our Hauling Back project documenting multigenerational fishing family businesses, we have engaged and received monetary donations from several of the most established local fishing families and are hopeful that this support will grow. We are also launching a strategic planning process aimed at building organizational capacity and overall sustainability including ongoing support for the archive.

2025 \$80,000 Mellon Fdn operating support for community archives (denied)

2025 \$3000 Clara and David Ware Fdn for operations (successful)

2024 \$5000 Crapo Fdn for archival equipment and supplies (successful)

2023 \$5000 Crapo Fdn for archival equipment and supplies (successful)

2023 \$10,000 NEH Preservation grant for a preservation assessment by NEDCC (successful)

2022 Crapo Fdn (denied)

2022 Mass Humanities staffing grant (denied)

2020 IMLS (denied)

The basis for our request is a review of wages currently offered for part-time archivists in New England as well as the cost of archival supplies and equipment from two vendors.

Without CPA funding, this effort will languish. The existing collection will remain accessible to the public but a substantial number of materials will be left inaccessible and virtually invisible to the public.

Research requests will go unanswered and the Center may not be able to continue to accept donated materials which may well result in these historical records being discarded for all time.

## PROJECT SCHEDULE – PROJECT BUDGET – FUNDING SOURCE SUMMARY

### PROJECT SCHEDULE

Please provide a project timeline below, noting all project milestones. Please note the City Council must approve all appropriations of CPA funds. Grant funding will not be available for disbursement until after July 1, 2022.

	ACTIVITY	ESTIMATED DATE
<b>PROJECT START DATE:</b>	Digital preservation specialist engaged. Begin digitization of Scrapbook Collection. Begin cataloging Lang Labor Collection.	July 1, 2026
<b>PROJECT MILESTONE:</b>	Lang Labor Collection 25% cataloged. Scrapbooks 25% digitized and remediated of mold. Digital preservation strategy finalized.	October 1, 2026
<b>50% COMPLETION STAGE:</b>	Lang Labor Collection 50% cataloged. Scrapbooks 50% digitized/remediated.	January 1, 2027
<b>PROJECT MILESTONE:</b>	Lang Labor Collection 75% catalogued. Scrapbooks 75% digitized/remediated.	April 1, 2027
<b>PROJECT COMPLETION DATE:</b>	Lang Labor Collection 100% cataloged with records added to online collection. Scrapbooks 100% digitized/remediated and up to date.	June 30, 2027

### PROJECT BUDGET

Please include an **itemized budget** of all project expenses. Note: CPA funds cannot be used for maintenance. If the project received CPA funds in another fiscal year, please include this amount on a separate line, not on line 1.

FUNDING SOURCES	EXPENSES				
	STUDY	SOFT COSTS*	ACQUISITION	CONSTRUCTION**	TOTAL
1 NEW BEDFORD CPA FY26***	\$ 32295	\$ 2705			\$ 35000
2 NB Fishing Heritage Center	\$ 15613	\$ 7127			\$ 22740
3 In Kind	\$ 16100	\$ 3000			\$ 19100
4 Henry H. Crapo Foundation	\$ 3500	\$ 1500			\$ 5000
5	\$	\$	\$	\$	\$
6	\$	\$	\$	\$	\$
7	\$	\$	\$	\$	\$
<b>TOTAL PROJECT COSTS</b>	<b>\$ 67508</b>	<b>\$ 14332</b>			<b>\$ 81840</b>

\* Soft costs include design, professional services, permitting fees, closing costs, legal, etc.

\*\* Construction refers to new construction, rehabilitation, preservation, restoration work, and/or accessibility related expenses.

\*\*\*New Bedford CPA (Line 1) amount should match the amount requested on the application cover page.

### ANTICIPATED FUNDING SOURCE SUMMARY

Please explain the current status of each funding source (i.e., submitting application on X date, applied on X date, received award notification on X date, funds on hand, etc.). For sources where funding has been awarded or funds are on hand, please include documentation from the funding source (e.g., commitment letter, bank statement) in application packet.

	FUNDING SOURCE	STATUS OF FUNDING
1	New Bedford Fishing Heritage Center	operating budget/applicant cash
2	In Kind	Volunteer labor, technical assistance, and onsite annex
3	Henry H. Crapo Foundation Fund	Pending - submitted Sept 30, notification December 2025
4		
5		
6		
7		

## CERTIFICATE OF VOTE OF CORPORATION AUTHORIZING EXECUTION OF CORPORATE AGREEMENTS

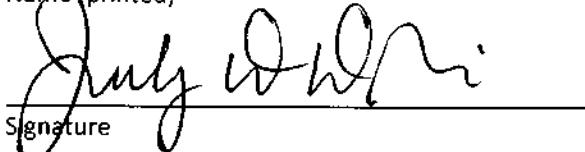
At a meeting of the Board of Directors of NB Fishing Heritage Center (organization) duly called and held on November 11, 2024 at which a quorum was present and acting throughout, the following vote was duly adopted.

VOTED: That Laura Orleans Executive Director (person), the \_\_\_\_\_ (title) of the corporation, be and hereby is authorized to affix the Corporate Seal, sign and deliver in the name and on behalf of the corporation, contract documents with the City of New Bedford, the above mentioned documents to include but not be limited to Bids, Proposals, Deeds, Purchase and Sales Agreements, Agreements, Contracts, Leases, Licenses, Releases and Indemnifications; and also to seal and execute, as above, surety company bonds to secure bids and proposals and the performance of said contract and payment for labor and materials, all in such form and on such terms and conditions as he/she, by the execution thereof, shall deem proper.

A TRUE COPY, ATTEST:

**Jeff DuBois**

Name (printed)

  
Signature

(Affix Corporate Seal)

**Chairman**

Title

**11/3/2025**

Date

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### TAX COMPLIANCE CERTIFICATION

Pursuant to Chapter 62C of the Massachusetts General Laws, Section 49A(b), I, the undersigned, authorized signatory for the below named contractor, do hereby certify under the pains and penalties of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

  
Signature

**Laura Orleans**

Print Name

New Bedford Fishing Heritage Center

**47-2147308**

Organization name

Federal Tax ID #

**11/3/2025**

Date

**ARCHIVAL SUPPLIES SUBSCRIPTION PRICING**

Product	Product Description	capacity	Product Number	Quantity	Price	Total
Document Boxes Letter	12.5" x 10.5" x 5"		735-2510	30	\$ 8.25	\$ 247.50
Document Boxes Legal	15.5" x 10.5" x 5"		735-5210	30	\$ 8.25	\$ 247.50
Large format boxes	16.75" x 20.75" x 3"	flat storage	733-1623	5	\$ 20.50	\$ 102.50
Print Sleeves 4x6	box of 50	500 prints	525-FF46	2	\$ 13.70	\$ 27.40
Print Sleeves 5x7	box of 50	500 prints	525-FF57	2	\$ 16.80	\$ 33.60
Print Sleeves 8x10	box of 50	500 prints	525-FF810	2	\$ 34.95	\$ 69.90
Archival file folders Letter	100/box	5000 folders	727-1912	15	\$ 27.40	\$ 411.00
Archival file folders Legal	100/box	2500 folders	727-1915	15	\$ 32.10	\$ 481.50
Object storage boxes	6.5x11.5x4 5/8	4 fit in a carton	NSB4	4	\$ 14.46	\$ 57.84
Object storage boxes	4.5x11.75x4.75	6 fit in a carton	NSB6	6	\$ 13.75	\$ 82.50
Object storage boxes	5.5x6.75x4.75	8 fit in a carton	NSB8	8	\$ 12.32	\$ 98.56
Storage Cartons	25/pack 12x15x10	for object boxes	61-389	1	\$ 262.05	\$ 262.05
Office Supplies	toner, paper, pencils, etc.					\$ 250.00
External Hard Drives	6T			2	\$ 175.00	\$ 350.00
Redacting Markers	6 pack			2	\$ 27.00	\$ 54.00
					<b>SUBTOTAL</b>	<b>\$ 2,775.85</b>
Cloud Storage	AWS S3 Glacier Deep Archive					\$ 1,000.00
Dropbox Subscription						\$ 126.00
Adobe Subscription						\$ 240.00
AASLH membership for PP discount						\$ 118.00
Past Perfect Software						\$ 772.00
					<b>SUBTOTAL</b>	<b>\$ 2,256.00</b>
					<b>TOTAL</b>	<b>\$ 5,031.85</b>

## **New Bedford Fishing Heritage Center**

### **Budget Justification**

#### **1. Salaries and Wages**

Laura Orleans – FHC Executive Director Laura Orleans will devote approximately 10% of her time to this project overseeing the project, supervising the archivist, and providing institution knowledge about the collection and guidance regarding its potential use by internally and by visitors. Ms. Orleans base salary is \$65,792 plus benefits.

Joe Ritter – FHC Programs Manager will devote approximately 10% of his time to this project helping to advise on use of the collection as a foundation for programs, exhibits, and publications and in particular, external use of the collection by students, teachers, and researchers. Mr. Ritter's base salary is \$48,830 plus benefits.

Liz Nash – Operations Manager will spend approximately 10% of her time to this project as the Center's volunteer coordinator scheduling volunteer trainings and work sessions with the Archivist/Project Manager. Ms. Nash is paid \$19.50/hour and works 25 hours/week.

Archivist – The bulk of CPA funds will be used to continue to employ Connor Gaudet as our part-time archivist who will work 20 hours/week at an hourly rate of \$30/hour. Connor is employed half-time at the Mattapoisett Historical Society where he is paid \$30,000/year. The proposed rate of pay is based on an analysis of currently advertised archivist positions in New England. See additional document for details.

Judith Farrar – Ms. Farrar who is an FHC board member, chairs the FHC Collections Committee and is employed as Head Archivist at UMASS Dartmouth will devote approximately 100 hours to this project. Her annual salary is \$160,000 with benefits.

Collections Committee – The 6-member volunteer Collections Committee will meet quarterly with the archivist to help develop the Collections Management Plan. This is offered as in-kind match at a rate of \$15/hour per person x 2 hours/quarter.

Volunteers – A corps of volunteers will be enlisted to assist the effort to catalog the existing collection. It is anticipated that this will be equivalent to 500 hours during the life of the project valued at a rate of \$15/hour.

#### **2. Supplies include archival supplies as described in the attached PDF document, annual subscriptions to Dropbox, Adobe, and Past Perfect, the cataloguing software that enables public access to the digital collection, as well as external hard drives and cloud storage to enable digital redundancy, and office supplies such as toner, paper, stationary, etc. Prices are taken from Gaylord Archival, University Products, and Staples.**

### **Project Expenses**

#### Archivist/Project Manager

Part-time position to be hired on a contract basis for one year @ \$30/hour  
working 20 hours/week for 12 months  
*See attached position description and salary explanation*

NBFHC Staff Time (10% of salary/wage/benefits) \$15,613

Operations Manager (volunteer coordination)

Education and Engagement Manager (related public programming and publicity)

Executive Director (supervision, budget oversight, and reporting)

Digital Preservation Consultant \$3,500

#### In Kind Services

Volunteers/Interns/Collections Committee @\$15/hour \$8,100

Entering meta data in past perfect (250 hours)

Scanning documents/photographs/slides/negatives (250 hours)

Quarterly Collections Committee Meetings (40 hours)

Technical Assistance from UMASS \$8,000

Professional guidance from Archivist Judy Farrar 100 hours @\$60/hour

based on salary of \$160, 000

#### Archival Storage and Office Space:

Rent/Utilities for archives office space @38 Bethel St. \$6,300

Donated Onsite Storage Area valued @ \$250/month \$3,000

#### Supplies/Furniture/Equipment/Subscriptions

Archival & Office Supplies \$2,776

Subscriptions/Software \$2,256

**TOTAL** \$81,840

### **Project Revenue**

CPA Funds \$35,000

New Bedford Fishing Heritage Center cash \$22,740

In Kind Contributions \$19,100

Crapo Foundation (pending) \$5,000

**TOTAL** \$81,840

**Archivist Wage Basis:**

**Comparable positions found on job sites:**

Simmons New England Jobline: <https://slis-jobline.simmons.edu/category/archive-positions/>

Archives Gig: <https://archivesgig.com/category/state-usa/massachusetts/>

*Note: Connor Gaudet was hired using CPA funds in 2022. He is also working half-time at the Mattapoisett Museum where his salary is \$30,000. We felt that \$30/hour as a contractor without benefits was a fair wage based on his significant expertise.*

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **FEB 10 2015**

NEW BEDFORD FISHING HERITAGE CENTER  
INC  
15 JOHNNY CAKE HILL  
NEW BEDFORD, MA 02740

Employer Identification Number:  
47-2147308  
DLN:  
17053308367014  
Contact Person:  
RAMACHANDRAN MANOHAR ID# 31344  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status:  
170(b)(1)A(vi)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
July 31, 2014  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

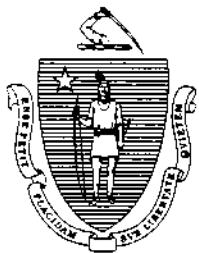
Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

For important information about your responsibilities as a tax-exempt organization, go to [www.irs.gov/charities](http://www.irs.gov/charities). Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,



Director, Exempt Organizations



*The Commonwealth of Massachusetts*  
*Secretary of the Commonwealth*  
*State House, Boston, Massachusetts 02133*

William Francis Galvin  
Secretary of the  
Commonwealth

October 10, 2025

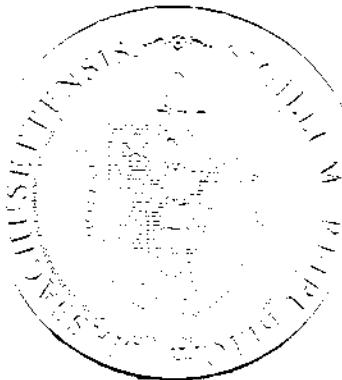
TO WHOM IT MAY CONCERN:

I hereby certify that according to the records of this office

**NEW BEDFORD FISHING HERITAGE CENTER, INC.**

is a domestic corporation organized on **July 31, 2014**.

I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 180 section 26A, for revocation of the charter of said corporation; that the State Secretary has not received notice of dissolution of the corporation pursuant to Massachusetts General Laws, Chapter 180, Section 11, 11A, or 11B; that said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



In testimony of which,  
I have hereunto affixed the  
Great Seal of the Commonwealth  
on the date first above written.

*William Francis Galvin*

Secretary of the Commonwealth

Processed by: QL

QC by: WAC

## **New Bedford Fishing Heritage Center Board of Directors**

### **Officers:**

Jeffrey DuBois  
Senior Adjuster, The Walters Nixon Group

Nancy Harding, Vice Chairman  
Retired Communications Specialist

Edward Sylvia, Treasurer  
Retired CPA and Financial Planner

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Manager and Chief Technology Officer, Sentinel Maritime Solutions, LLC

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Manager, Atlantic Shellfish

Cassie Canastra Larsen  
Director of Operations, BASE New England (Seafood Auction)

Kaylen Duquette  
Co-Owner Turks Seafood

Judy Farrar  
Head Archivist, Clair T. Carney Archives, UMass Dartmouth

Dave Frank  
Owner, Chris Electronics

Debra Kelsey  
Navigator, Fishing Partnership Support Services

Jeffrey Pagliuca  
Senior Commercial Lending Officer, Bristol County Savings Bank

Michael Pol  
Research Director, Responsible Offshore Science Alliance

Chuck Smiler  
Retired corporate and real estate investment lawyer



CPC  
Department of City Planning  
133 William Street, Room 303  
New Bedford, MA 02740

November 12, 2025

To Whom it May Concern:

This letter is written to show our support for the New Bedford Fishing Heritage Center and the work they do to preserve the history of our fishing community.

With the Community Preservation Act funding, the Center can continue to make great strides in its effort to preserve fishing community history and make its collection accessible to the public. In May of 2024 they launched an online archive allowing anyone to search their collection including many oral history recordings from community documentation projects. It is paramount, not only to our fishing community but to our national history as a whole to ensure that these materials are preserved and made publicly accessible.

We hope you agree that the work being done today by the Center not only preserves the stories of our past but ensures that they can be told for generation to come. We also feel the knowledge that comes from understanding our history is vital in preparing us for a better future, and the Community Preservation Act funds will help to support the New Bedford Fishing Heritage Center in that mission.

Sincerely,  
**Joseph Marshall**

Joseph Marshall  
Executive Vice President  
Eastern Fisheries, Inc.

DEAR GRANT COMMITTEE,

I'M WRITTING IN SUPPORT OF THE N.B. FISHING HERITAGE CENTER'S COMMUNITY PRESERVATION ACT'S GRANT APPLICATION. FIRST, I'D LIKE TO THANK YOU FOR THE PREVIOUS YEAR'S FUNDING THROUGH THIS GRANT AND THE IMPACT IT HAS MADE FOR THE CENTER. AS PART OF A 4<sup>TH</sup> GENERATION FISHING FAMILY, I UNDERSTAND THE IMPORTANCE OF PRESERVING THE HISTORY OF THE INDUSTRY, THE FISHERMEN AND THEIR FAMILIES. ADDITIONAL FUNDING WOULD ENABLE THE CENTER TO CONTINUE WITH THIS ENDEAVOR AS WELL AS EDUCATE THE PUBLIC ON AN INDUSTRY STEEPED WITH TRADITION. AS PART OF THE CENTER'S GENERATIONAL EXHIBIT, MY FAMILY HAS RECENTLY DONATED AND THE MATERIAL IS NOW ARCHIVED ALLOWING FUTURE GENERATIONS ACCESS TO AN IMPORTANT OF THEIR HISTORY THAT THEY MIGHT HAVE OTHERWISE BEEN UNABLE TO. AS A YOUNG GIRL, I REMEMBER THE PRIDE I FELT DURING CAREER WEEK WHICH MY DAD WOULD COME TO SCHOOL TO EDUCATE MY CLASSMATES AND TEACHERS ON COMMERCIAL FISHING. THE N.B. FISHING HERITAGE CENTER DOES THAT FOR CURRENT AND FUTURE GENERATIONS THROUGH THEIR ARCHIVED MATERIAL AND THE FUNDING FROM THIS GRANT WOULD ALLOW THEM TO CONTINUE TO PRESERVE THE HISTORY OF COMMERCIAL FISHING. THANK YOU FOR YOUR TIME AND CONSIDERATION IN THIS MATTER.

SINCERELY, THAMIE QUINTIN FAYE

Walter Sawicki  
19 Gray Oaks Drive  
PO Box 444  
East Freetown, MA 02717  
508/641-0496  
[wjsjss@comcast.net](mailto:wjsjss@comcast.net)

October 30, 2025

New Bedford Community Preservation Act Committee  
133 William Street  
New Bedford, MA 02740

Subject: Letter of Support for the New Bedford Fishing Heritage Center's Archive Project

Dear CPA Board,

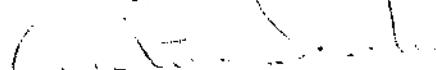
I am writing to offer my support for the Fishing Heritage Center's application for funding of their archives project. Such funding will facilitate the continued growth and development of this endeavor. As a recent donor of archival materials—specifically, historic navigational charts of New England and the Atlantic Coast from the 1930s and 1940s, I have first-hand experience with the importance of this work and can attest to the archive's need for this support.

The materials I donated, were used by my father to navigate New England waters during his career as a fisherman. Those that have his handwritten annotations are unique historical documents. However, these documents are not unique in their vulnerability to damage and decay. Without dedicated funding for proper care, storage, and custodianship, valuable historical records like these are at risk of being lost forever.

The funding for the FHC archives would ensure that historic materials like mine are not only physically preserved but also made discoverable and accessible to a wider audience. This is vital work that protects our heritage and provides the raw materials for future generations to understand their past.

Thank you for your consideration of this request. I urge you to approve the funding that will allow the Fishing Heritage Center to continue its essential mission of preservation and public access.

Sincerely,



Walter Sawicki



Tobey Eugenio  
Director Of Curriculum and Instruction  
Our Sisters' School  
145 Brownell Avenue  
New Bedford, MA 02740

October 24, 2025

To Whom It May Concern,

I am writing to express my strong support for the New Bedford Fishing Heritage Center's grant application for continued Community Preservation Act funding. Our Sisters' School (OSS) has been fortunate to partner with the Center, and its resources have profoundly enriched our students' understanding of their local fishing heritage.

OSS is committed to hands-on, authentic, and culturally relevant learning that connects students to their community and personal histories. The Center's recently launched online archive provides an incredible resource for our students and staff, allowing access to historical photographs, oral histories, and other archival materials that deepen understanding of the lives, traditions, and contributions of the fishing community. By exploring these primary sources, students develop critical thinking skills while forming meaningful connections to the history of New Bedford and its maritime culture.

Equally valuable is the Center's hands-on museum experience. Visiting the museum allows students to engage directly with artifacts, hear stories from community members, and immerse themselves in the living history of the fishing industry. These experiences exemplify OSS's approach to experiential learning—learning that is active, culturally responsive, and deeply connected to students' identities and community.

The work of the New Bedford Fishing Heritage Center is essential for preserving the history of a vital local industry and for providing educational opportunities that empower our students to understand and appreciate their heritage. Continued funding will ensure that these resources remain accessible to students, educators, researchers, and the public for years to come.

We wholeheartedly support the Center's grant application and recognize the invaluable impact its work has on our students and community.

Sincerely,

Tobey Eugenio  
Director Of Curriculum and Instruction  
[eugenio@oursistersschool.org](mailto:eugenio@oursistersschool.org)

Ian Coss  
Podcast Producer, GBH News  
1 Guest St. Boston, MA  
ian\_coss@wgbh.org

To Whom it May Concern,

I am writing to express my strong support for the New Bedford Fishing Heritage Center and its ongoing work to preserve and communicate their community's history. As the host and producer of the Peabody Award-winning podcast *The Big Dig* from GBH News, I work closely with many archive-holding institutions in order to tell stories from the past. Archival materials are an essential resource for our work – allowing our audience to hear actual voices and see actual images from the time and place when the stories take place.

The New Bedford Fishing Heritage Center has been an incredible partner in this work. Their collection of materials is expansive, well catalogued and easily searchable. Their staff are knowledgeable and communicative. Over the past year, as I have produced a documentary series set in the port of New Bedford, the Heritage Center has been a constant resource. I especially appreciate their commitment to making sure these treasures in their archive are not only preserved, but made as accessible as possible to the broader community.

Please do not hesitate to reach out if you have any questions about this letter or my work with the New Bedford Fishing Heritage Center. I very much hope that the Center can receive continued support for its mission.

  
Ian Coss

October 24, 2025

I write in support and praise of the New Bedford Fishing Heritage Center.

I am a journalist under contract to HarperCollins/Mariner Books for a book about the long history of commercial fishing and the city, the highest grossing fishing port in the United States.

Fishermen have been embarking from the docks of New Bedford in pursuit of wild animals in a largely unbroken continuum for nearly 250 years. Fishing is the defining characteristic of the city, a special culture with its own language, technology and history that is also quintessentially American, involving waves of immigrants from Portugal, the islands of Cape Verde, Norway, Guatemala and the world who have together created a rich cultural and economic dynamo. It is also being struck by the winds of change, from climate change to government regulations that have national and worldwide implications.

New Bedford, in other words, is an important place.

To any researcher or historian like me seeking to understand its complex industry and culture the New Bedford Fishing Heritage Center is fundamental, the very first stop. Its ongoing collection of oral histories with captains, deckhands, lumpers, gear makers and others is a treasure, and have been extremely useful to me.

So much of commercial fishing and the lives of fishermen takes place offshore, out of sight and mind for most people, and the Center's exhibitions and programs for the general public allow it to see, hear, feel and know that unique and difficult world.

I see the New Bedford Fishing Heritage Center as the Library of Congress and Smithsonian and National Archives of the fishing industry, THE fundamental resource for anyone trying to understand it or know it.

It needs and deserves all of the continued support and nourishment it can get.

Please let me know if you have any questions.

Sincerely,  
Carl Hoffman  
202-468-4903  
[carl@carlhoffman.com](mailto:carl@carlhoffman.com)

October 31, 2025

To Whom it May Concern,

I am writing to recommend New Bedford Fishing Heritage Center for a grant from the Community Preservation Act.

I am a volunteer at the Heritage Center, in particular helping in the archives. I am currently helping to archive copies of "The Barnacle," a bimonthly newspaper published in the 1980's and 90's. My work includes documenting each bimonthly issue, highlighting dates, events, people, and activities taking place offshore and on the New Bedford waterfront. In this way researchers will be able to quickly access pertinent information.

Our archive is preserving, organizing, and making available to the public the collections and materials of the fishing industry and fishing community. Thoughtful and careful consideration is given to each item. Programming makes use of the collection for educational purposes. The community utilizes the collection for research as well as education. I see firsthand how the history of the fishing industry in New Bedford impacts the residents and the tourists who visit the Center.

I highly recommend New Bedford Fishing Heritage Center for a grant from the Community Preservation Act.

Sincerely,

*Anne Morse*  
Anne Morse

28 Water St

Assonet, Ma 02702



100 Brickstone Square, Andover, MA 01810-1494  
ph 978-470-1010 • fax 978-475-6021 • [www.nedcc.org](http://www.nedcc.org)

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## **Digital Preservation Addendum to the Preservation Pre-Assessment Report**

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New Bedford Fishing Heritage Center

New Bedford, MA

Submitted on February 8, 2024 by:

Ann Marie Willer  
Director of Preservation Services  
NEDCC Northeast Document Conservation Center  
100 Brickstone Square  
Andover, MA 01810  
978-470-1010  
[amwiller@nedcc.org](mailto:amwiller@nedcc.org)

# Digital Preservation Addendum

## INTRODUCTION

This document accompanies a general preservation pre-assessment report presented to the New Bedford Fishing Heritage Center (NBFHC) in February 2024. The pre-assessment report addresses the care of the Center's physical collections, and this addendum addresses digital collections. This addendum is the result of assessment interviews conducted by Director of Preservation Services Ann Marie Willer and Associate Preservation Specialist Alyssa Magnone on December 11, 2023 with Laura Orleans, Executive Director and Connor Gaudet, Archivist.

Ms. Orleans reports that NBFHC's digital assets include the following:

- Approximately 900 hours of digital **audio** recordings (oral history interviews, facilitated conversations, and traditional music)
- Approximately 15 hours of digital **video** recordings
- Approximately 2,500 born-digital **images** from the Working Waterfront Festival
- Approximately 15,000 scanned **images and documents**
- Digital copies of institutional files

NBFHC does not provide unmediated access to its digital collections at this time; however, some collections are available through the Digital Commonwealth, the Library of Congress, NOAA Voices, and the University of Massachusetts.

The goal of this addendum is to assess the digital collections at New Bedford Fishing Heritage Center for risk of loss and to recommend mitigation strategies. These recommendations will assist the NBFHC in assessing its digital storage and access practices and in creating a policy infrastructure that allows for the creation and acquisition digital collections in a way that supports their long-term preservation. Over time, as NBFHC's digital collections grow and preservation projects are accomplished, a full digital preservation needs assessment may prove beneficial to identify future opportunities for growth.

## A. Policy Infrastructure

As with all programs and services, creating an effective and sustainable digital preservation program begins with ensuring the new program is supported by a robust policy infrastructure. In practical terms, this means reviewing existing policies for the potential of integrating digital preservation into these documents. Mission statements and collection development policies should be written to address physical *and* digital collections.

Digital preservation programs also require policies that specifically address the unique needs of digital materials, including a selection policy that identifies good candidates for digitization and a designated community statement that identifies a target audience for digital projects.

### ***Observations & Recommendations***

NBFHC has a Collections Policy that was last updated in 2020, and parts of this policy relate to digital collections. For example, the collecting objectives for the Resource Center (which has expanded to include the Archives) include “audio-visual materials including videos, musical recordings, digital images, etc.” and digital documentation such as “oral history interviews with people from the fishing industry, recordings of narrative stage discussions and performances from the Working Waterfront Festival.” No other policies exist to guide stewardship of digital collections.

The digital assets listed in this report’s [Introduction](#) are actively managed as part of NBFHC’s collections except for the institutional records and the materials from the Working Waterfront Festival recordings (digital images, oral history interviews, facilitated conversations, and recordings of traditional music).

- **Incorporate digital preservation into existing and future policy documents that are recommended in this addendum and in the general preservation pre-assessment report.**
  - Consider including the concept of preservation in NBFHC’s mission statement. A robust preservation program for both physical and digital collections is a long-term undertaking that deserves to be adopted at the highest levels of the organization.
  - Review each section of the Collections Policy and add language to explicitly address the needs of digital collections. For example, the Acquisitions policies should include which file and media formats are accepted into the collection. NBFHC should accept only formats for which it can provide long-term preservation.
- **Adopt a retention schedule for institutional records** and determine what level of preservation is required for analog and digital files.
- **Document NBFHC’s agreements with the external repositories that host NBFHC digital collections** or copies of its collections. Maintain contracts, MOUs, etc. so that the Center has clearly documented how these hosting arrangements contribute (or don’t) to long-term preservation of its digital collection.
- **Develop a strategic plan for digital preservation activities** with clearly defined priorities and timelines, or incorporate digital preservation into NBFHC’s next overarching strategic plan as specific actionable goals. Rollins College’s Special Collections and Archives Four-Year Strategic Plan for 2017-2020 is a useful example:  
<https://www.rollins.edu/library/docs/planning/ArchivesPlan2017-2020.pdf>.
- **Consider creating a separate digital preservation policy** after workflows and technological infrastructure are developed as recommended later in this addendum. The Sustainable Heritage Network provides a helpful worksheet on Developing a Digital Preservation Policy:  
<https://sustainableheritagenetwork.org/digital-heritage/developing-digital-preservation-policy>.

## B. Staff and Resources

A sustainable digital preservation program requires staff to perform digital preservation activities as a part of their everyday work. In practical terms, this means formalizing those obligations in staff job descriptions and work plans, as well as giving adequate time to do this work and implement inevitable changes. Because the field of digital preservation develops quickly and not all professional staff receive formal training in digital preservation, all digital preservation programs must prioritize professional development.

The activities staff will learn to carry out, such as storage, access, and other ongoing digital preservation services require budgetary support. Expenditures for software, hardware, and services are a consideration for both the near-term, beginning phase of establishing a digital preservation strategy, and for the long-term, ongoing maintenance of a digital preservation program.

### ***Observations & Recommendations***

The Executive Director is the primary staff person overseeing the creation and preservation of audio recordings at NBFHC. Volunteers have been primarily responsible for scanning photographs and documents. The Archivist has consolidated some digital collections, removed duplicate files, and standardized labeling. A vendor was used to digitize two film reels and one film strip.

NBFHC has received a number of grants that resulted in the creation of digital collections:

- a \$12,000 NEH grant to host a [Community Digitizing Day](#) in 2016, resulting in the acquisition of a number of files of community documentation
- a \$35,000 fellowship from the American Folklife Center at the Library of Congress in 2017, which produced digital documentation of shoreside workers resulting in [interviews and photographs of 58 individuals](#).
- a \$40,000 NEH planning grant to document the history of organized labor on the New Bedford waterfront from the 1930s through the 1980s, which resulted in [40 digitally recorded oral histories](#).
- various private and public grants, used to produce [ten digital exhibits](#).

The software and hardware used for NBFHC's digital preservation activities are funded by grants; services such as outsourced digitization and technical support are funded by grants and donations; and staff time for digital preservation is funded through the operating funds and grants.

- **Set aside funds for digital preservation activities**, including maintaining digitization equipment and computer hardware, subscriptions and upgrades for software, staff training (see below), and digital storage fees.
- **Identify digital preservation responsibilities and review job descriptions** with an eye on the eventual development of a digital preservation policy.
  - A RACI self-assessment specifically focused on the creation and management of digital collections may help identify roles, responsibilities, and gaps in staffing: <https://www.projectsmart.co.uk/raci-matrix.php>.
- **Continue to employ a professional archivist or librarian with digital preservation expertise** so that this person can maintain progress toward gaining intellectual control over the digital collections and improving access for researchers and the public.

- **Establish protected time for key staff members to pursue digital preservation training opportunities.**
  - The Digital Preservation Outreach & Education Network (DPOE-N) provides microgrants up to \$2,500 for digital preservation training. Applications will be accepted **through June 2024** on a rolling basis, though funded training may be scheduled after that date: <https://www.dpoe.network/professional-development-support/>.
  - For example, Library Juice Academy provides a number of Digital Collections courses that are eligible for DPOE-N funding: [https://libraryjuiceacademy.com/topic/digital-collections/?post\\_type=projects](https://libraryjuiceacademy.com/topic/digital-collections/?post_type=projects).
- **Continue to build on the Center's successful track record of grant funding by pursuing preservation grants** or other sources of funding that support digital preservation activities. NEDCC lists federal, state, regional, and other funding opportunities here: <https://www.nedcc.org/funding>

## C. Processes and Workflows

Institutional standards informed by best practices and local capabilities should guide the creation, processing, and management of digital collections. Processes for the creation or acquisition of digital collections should be designed with preservation in mind, meaning that digital content is created or acquired in a form that the institution knows it can provide long-term access to while maintaining the content's most important properties.

All the digital collections an institution creates or accepts will require metadata to assist in discovery and preservation. While many institutions have focused on providing good descriptive metadata to ensure access to digital materials, it is also important to include technical, administrative, and preservation metadata to further support the management of the collections.

The means by which digital collections and their associated metadata are created should be fully documented, allowing for consistent implementation across collections and making it possible for these procedures to be reviewed, updated, and taught to new staff.

### ***Observations & Recommendations***

**Selection.** Collection materials are selected for digitization based on institutional needs, upcoming exhibits, requests from the public, and the personal interests of volunteers involved in the scanning workflow. Materials that are on temporary loan are typically prioritized for digitization over collections that are owned or newly donated.

**Acquisition.** Ms. Orleans reports that born-digital acquisitions such as digital photos, digital videos, and oral history recordings are accepted in any format; however, there are no technical specifications in place for born-digital acquisitions.

**Technical specifications.** The written procedures for Scanning Day events state that photographs are scanned as TIFFs at 300 or 600 dpi and documents are scanned as PDFs. These guidelines are unofficially followed for other digitization activities at NBFHC.

Metadata. Procedures for gathering metadata are documented as part of the Scanning Day procedures and are followed for other digitization activities at NBFHC. Whomever is scanning or conducting ingest fills out a paper form with notes about the content of the digital files or the items being digitized. The intent is to transfer these notes into NBFHC's PastPerfect catalog at the point that the Center is doing item-level cataloging; until then, the forms are kept in the image/scan day control files, which are arranged by accession number in a filing cabinet.

Storage. NBFHC has no procedures in place for backing up digital assets. Ms. Orleans reports that they have not lost any data.

Access. NBFHC does not provide unmediated access to its digital collections at this time. Some collections are available through other institution's repositories (e.g. Digital Commonwealth, the Library of Congress, NOAA Voices, and the University of Massachusetts), which have their own access portals.

- **Document current workflows and procedures for both in-house and outsourced digitizing of NBFHC collections.** The documentation will be a benchmark and reference point to assess what additional steps and actions should be integrated into workflows to better prepare digital objects for preservation and future access.
  - Consider including the following: (1) step-by-step instructions detailing the target file formats, scanner specifications, standardized file-naming conventions, guidelines on metadata creation, and quality control procedures, if any; (2) guidance on prioritizing and selecting NBFHC materials for digitization based on factors such as an item's or collection's historical value, use and research value, format, and condition; (3) instructions on quality control procedures for digitized files; and (4) specifications for Requests for Proposal (RFP) and Statements of Work (SOW) prepared for vendors.
  - See the Digital Preservation Coalition's *Digital Preservation Documentation: a Guide*, <https://www.dpconline.org/digipres/implement-digipres/digital-preservation-documentation-guide> for tips on writing documentation.
- **Use the above-mentioned documentation to create written procedures for in-house creation of born digital assets.** Note that guidelines may differ for institutional files versus collection materials. In particular, outline specifications for digital documentation of the Center's events and exhibits as well as the creation of oral histories.
  - See the Digital Preservation Coalition's "Creating Digital Materials" <https://www.dpconline.org/handbook/organisational-activities/creating-digital-materials>.
- **Document selection guidelines for donations of born digital assets** and accession only those formats that NBFHC can preserve and provide access to in the long term.
  - See "Scalable Born Digital Ingest Workflows for Limited Resources: A Case Study for First Steps in Digital Preservation" <https://doi.org/10.1515/pdtc-2020-0004> for an easy-to-digest case study.
- **As described in Section D, implement basic storage and back up procedures.**
- **In the future, retain a consultant to conduct a digital preservation assessment and/or assist with developing a digital preservation plan.**

## D.Tecnological Resources

While both large and small organizations can achieve digital preservation goals, technological resources play an important role in determining the level of care and scale of collections an organization can preserve and provide access to. Institutions should cultivate support among IT staff and contractors to develop a digital infrastructure that supports preservation. This means acquiring storage that can accommodate multiple redundant copies of digital collections with at least one copy off site and implementing IT security strategies that protect collections from accidental or intentional alteration and deletion. IT staff may also play a supporting role in the institution's implementation of data management tools that can be used to provide control over and access to collections and their metadata for internal staff and external users.

### *Observations & Recommendations*

The software and hardware used for NBFHC's digital preservation activities have been funded by grants. NBFHC has purchased two scanners and a computer to use for digitizing collections, and this equipment is primarily used by volunteers. NBFHC does not have IT staff or contract for IT support, though ad hoc assistance is provided by an employee's family member.

NBFHC uses PastPerfect 5.0 but is considering upgrading to PastPerfect Web Edition, which includes a public access portal. Some collections are available through other institution's repositories; e.g. Digital Commonwealth, the Library of Congress, NOAA Voices, and the University of Massachusetts.

NBFHC has digital assets stored on the following media formats: computer hard drives, external storage media (HDD, thumb drives, occasional floppy disc, DVDs, CDs), other digital repositories (Digital Commonwealth, the Library of Congress, NOAA Voices, and the University of Massachusetts), and as part of the digital exhibits on the Center's website. The Archivist and Operations Manager are responsible for storage and backup of digital assets; however, there are no written procedures.

- **Document and follow basic backup procedures for digital assets, and budget for ongoing maintenance of the supporting technology.** As described above, storage solutions should allow for two or three copies of all digital files to be permanently preserved in separate, isolated storage location. For example, NBFHC might choose an onsite server dedicated solely to digital collections and also an additional cloud storage system (such as Amazon Web Services, Digital Bedrock, or DuraCloud), with the understanding that maintaining and replacing the equipment or subscription are ongoing expenses that should be included in the budget. Additionally, the storage capacity will need to increase over time as the collection grows.
  - See the storage chapter of the Digital Preservation Handbook from the Digital Preservation Coalition, available here: <https://www.dpconline.org/handbook/storage>.
- **As recommended in Section B, set aside funds for technological resources**, including maintaining digitization equipment and computer hardware, subscriptions and upgrades for software, and digital storage fees. Retain a digital preservation consultant to advise on the design of your in-house digitization program and any major equipment purchases.
- **Continue to partner with external repositories to host and preserve digital content** (e.g. Digital Commonwealth or the University of Massachusetts). Seek to strengthen and expand these collaborations instead of building your own repository.



100 Brickstone Square, Andover, MA 01810-1494  
ph 978-470-1010 • fax 978-475-6021 • [www.nedcc.org](http://www.nedcc.org)

## **Report of a Preservation Needs Pre-Assessment**

New Bedford Fishing Heritage Center  
New Bedford, MA

December 11, 2023

Submitted on February 8, 2024 by:

Alyssa Magnone  
Associate Preservation Specialist  
NEDCC Northeast Document Conservation Center  
100 Brickstone Square  
Andover, MA 01810  
978.470.1010  
[amagnone@nedcc.org](mailto:amagnone@nedcc.org)

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## I. Introduction

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On December 11, 2023, paper-based and photographic materials housed at the New Bedford Fishing Heritage Center (NBFHC) were assessed for preservation planning purposes by Ann Marie Willer, Director of Preservation Services and Alyssa Magnone, Associate Preservation Specialist for NEDCC Northeast Document Conservation Center in Andover, MA. The assessment was limited in scope, termed a “pre-assessment.” The consultants reviewed existing frameworks for supporting preservation; assessed current environmental conditions and controls; identified preservation activities; and provided recommendations for improving storage and handling practices. Additionally, a digital preservation assessment was completed during the visit and findings from this assessment will be detailed in the digital assessment addendum. Observations and recommendations in this report are based on a pre-site visit questionnaire, a half-day site visit, and discussions with the following persons:

- Laura Orleans, Executive Director
- Connor Gaudet, Archivist
- Judy Farrar, Board Member, Librarian/Archivist at University of Massachusetts Dartmouth

### ***The Preservation Needs Assessment***

#### **Process**

Two concepts are necessary for evaluating the adequacy of preservation in any library or archives:

*Responsible custody* describes “a level of environmental control, housing, care and maintenance that will retard further chemical deterioration and protect materials from physical damage.”<sup>1</sup>

These preventive measures include climate management, protective enclosures, fire detection and suppression, effective security, disaster planning, and training staff and users to handle and care for the collection appropriately.

*Optimal Storage* is defined as meeting or exceeding the guidelines proposed by professional organizations and national standards-setting organizations. Such guidelines and standards are authored by committees made up of professionals in the field, and they are informed by recent scientific research into the deterioration of collections. The challenge for standards-setting organizations (and for collections-holding institutions) is to translate scientific findings into practical and affordable recommendations for storage. In many cases, optimal storage may not be achievable, but institutions should be aware of the ideal as they work towards providing the best conditions possible.

As part of responsible custody, improving storage conditions for collections of long-term value to the institution provides the best overall protection for all collections; however, reaching optimal conditions requires long-term planning and resource investment. **Achieving the best possible environment that is sustainable<sup>2</sup> for your institution should be an ongoing effort and a long-term goal.**

#### **Report**

This report is intended for continuing reference for this institution and its staff. Observations are preceded by best-practice information for each of the topics addressed. Many of the practices described may already be familiar, but they are included here to provide context for the recommendations that follow. Recommendations are bulleted

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<sup>1</sup> Commission on Preservation and Access. 1993. *The preservation of archival materials. Report of the task forces on archival selection to the Commission on Preservation and Access.* Washington, D.C.: Commission on Preservation and Access.

<http://www.clir.org/pubs/reports/arcept>

<sup>2</sup> Rochester Institute of Technology. 2012. *IPI's guide to sustainable preservation practices for managing storage environments.* Rochester, N.Y.: Image Permanence Institute, Rochester Institute of Technology.

<https://www.imagepermanenceinstitute.org/store/publications/sustainable-preservation-practices-guidebook>

and in bold type. For additional best-practice information, see leaflets available in the *Preservation Leaflets* section of NEDCC's website ([www.nedcc.org](http://www.nedcc.org)). More resources are listed in the appendices.

Throughout the report, the word 'staff' is used to indicate anyone responsible for collections care, whether they be professional staff, interns, volunteers, or some combination thereof. Staff is likely to change over time, but this report can be used for several years as a roadmap to priorities and a foundation on which to develop a preservation program and specific goals. Over time, as collections evolve, buildings age, and preservation projects are accomplished, another assessment may be required to identify new priorities.

Archival and preservation supplies may be recommended throughout the report. Most of these supplies are available from multiple vendors, and staff should select the one that best meets their needs in terms of cost, shipment method, etc. Examples of particular items are intended as illustrations, not as recommendations of one supplier over another. A list of resources, reference material, and supplies is available in the appendices at the end of this document, along with referenced templates and additional useful material.

## **II. Collection Management**

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### **A. Mission Statement & Collection Policies**

Sound preservation planning requires that an institution prioritize its collections for preservation. To this end, a collecting institution must have a thorough understanding of its goals and objectives for the collection as a whole, and these should be articulated in the institution's mission statement and collection management policies.

- **Reinstate the stronger mission statement for the NBFHC.** The mission statement was rewritten in 2020 as part of a strategic planning process. Currently, the mission statement reads as more of a tagline: "Presenting the story of New Bedford's fishing community to the world." The previous mission statement, still listed in the Collections Management Policy, is much stronger as it highlights more specifically what the museum focuses on: "To educate the public about the history and culture of New Bedford's commercial fishing industry by engaging them in authentic experiences, to document that culture and history for future generations, and to honor and support the men and women who make their living from the sea." Staff have expressed interest in making this change and should be supported in doing so.
  - For more information on the importance of a strong mission statement, see The American Alliance of Museum's *Developing a Mission Statement*: <https://www.aam-us.org/wp-content/uploads/2018/01/developing-a-mission-statement-final.pdf>
- **Develop stronger Collections Management forms.** While NBFHC does have several forms developed, some additional observations and recommendations are:
  - The PastPerfect 5.0 forms templates are a great starting point and many museums use these instead of creating their own. However, staff should check the generic Terms and Conditions parts of these forms and ensure that they read as intended and align with NBFHC policies.
  - During conversations with staff, it seemed that some forms were outdated, no longer being used, or were of unknown origin. NBFHC staff should review and retire outdated forms and recreate and/or update those that will remain in use.
    - Essential forms include: Temporary Custody Receipt, Deed of Gift, Incoming Loan, Outgoing Loan, Deaccession, Disposal, Information Requests Forms (i.e. Rights to Reproduction, Access Request Form, etc. depending on how staff decides to handle those requests).
    - Helpful forms include: Potential Donor Form/Donation FAQs Handout, Cataloging/Processing Forms, Object Movement Form, Condition Report Form.
  - Some collections institutions do not use paper forms for the latter three of these forms, as everything is filled out directly into their database and printed out. Ultimately, having paper copies of these forms will depend on workflow and who has database access. It may be wise for NBFHC to have paper forms since they do rely on volunteers and PastPerfect 5.0 is limited on allowed number of users.
  - Example forms:
    - Many collecting institutions link their forms online for no cost, and these can be used as models to improve NBFHC's current collections forms.

- The American Alliance of Museums (AAM) has [sample documents](#) available to Tier 3 members and the Northeast Museum Association also has a [Museum Document Exchange](#) available for members.
- [Museum Registration Methods 6th Edition \(MRM6\)](#) also offers a number of sample templates.
- **Consistently use Collections Management forms**, as the use of these forms is inconsistent. This practice has already led to issues with donations having unknown donors and these issues will only be compounded until paperwork is used consistently.
- **Edit and fully implement the Collections Management Policy.** The NBFHC currently has a well-written Collections Management Policy; however, it has not been updated since mid-2020. Now that there is a part-time Archivist processing and managing the collection, it would be appropriate to update and expand the policy.
- **Develop and enforce policies and procedures to avoid drop-off donations.** About 18% of the total NBFHC collection is comprised of drop-off donations, with no record of who donated the items and no established transfer of ownership. Staff have been working hard to reestablish these connections. A Potential Donation Form and FAQ sheet could be developed in order to mitigate the issue.
  - The Potential Donation Form would capture critical information, such as contact information for the donor and contextual information about the items. Some examples include:
    - [South Carolina State Museum - Object Donation Information](#)
    - [National Museum of the Great Lakes - Artifact Donation Form](#)
    - [Virginia Museum of History and Culture - Potential Donation Form](#)
  - A FAQ sheet would help NBFHC establish boundaries and expectations around their donation process. Include answers to questions potential donors frequently ask, such as “Will you appraise my item?” and “How do I get a tax deduction for my donation?” as well as information pulled from the Collections Policy, such as the mission statement and acquisition criteria.
- **Develop a Memorandum of Understanding (MOU) or other formal agreement between NBFHC and UMASS Dartmouth.** Oral history interviews, scrapbooks, 16mm film reels, slides, journals, newsletters, and model ships that are part of NBFHC’s collections are currently being stored off-site at UMASS Dartmouth’s Claire T. Carnet Library Archives and Special Collections. These are considered to be on long-term loan to the Library, but there is no formal agreement in place stipulating responsibilities of each party. A MOU should be written and agreed upon by both parties in order to formalize the relationship and ensure the safety and security of these collections.

## B. Staffing & Budget

Adequate staffing is crucial to preserving cultural heritage collections, but in small organizations the effective use of well-trained interns and volunteers can support a robust preservation program. Some preservation projects, such as shelf cleaning and disaster planning, do not require an investment in equipment or supplies, but do require a commitment of time. To plan and coordinate these activities and projects, someone in the organization should be assigned responsibility for managing preservation. An essential component of effective preservation management is the ability to make available at least a small amount of money for supplies, training, and equipment. There are often grants available for small scale preservation projects at both the national and state level.

- **Set aside funds for preservation activities.** Setting aside at least a small amount of money for preservation each year will support steady progress toward the NBFHC's preservation goals. This money can be spent on preservation activities (e.g. environmental monitoring, integrated pest management, temperature and humidity controls), preservation supplies (e.g. archival-quality folders), staff training, and consultants.
- **Continue to apply for grants.** NBFHC has had much success with applying for and receiving grants to advance their mission. The Executive Director should continue to apply for grants, including Community Preservation Act funds to support projects and staff.
  - NEDCC maintains a list of national, regional, state, and foundation funding opportunities for preservation activities, which can be found here: <https://www.nedcc.org/free-resources/funding-opportunities/overview>.
  - The NEH Preservation Assistance grant provides up to \$10,000 of funding for activities such as preservation trainings and supplies including enclosures, storage furniture and environmental monitoring equipment: <https://www.neh.gov/grants/preservation/preservation-assistance-grants-smaller-institutions>.
  - For guidance on creating grant-funded projects and positions, refer to [Collective Equity!: A Handbook for Designing and Evaluating Grant-Funded Positions \(2020\)](https://www.nedcc.org/free-resources/funding-opportunities/overview).
- **Explore the possibility of hiring a permanent part- or full-time professional staff member.** While Connor has made considerable progress processing NBFHC's collection, his position as Archivist is not only part-time, but also temporary, with his term ending in July 2024. A permanent staff member with library, archives, or museum professional training will have the expertise to continue to oversee the implementation of the recommendations in this report beyond the summer of 2024. Even at part-time or quarter-time hours, a professional has the authority to supervise unpaid interns from local library, archives, and museum graduate programs, providing an additional source of labor to help meet the NBFHC's goals.
- **Provide training for volunteers while there is a trained archivist on staff.** Since the position is currently a temporary one, time should be spent training volunteers so that there can be some continuity and consistency if the archivist position cannot be renewed or refilled. Once NBFHC Policies and Procedures are updated, a hands-on training should be held in order to disseminate and discuss the new information with interested volunteers.
- **Continue to explore options to secure a long-term home for the Center.** The potential for rent to increase or for the landlord to either not renew the lease or increase rent out of budget is a legitimate concern. Finding a new space and moving will impact budget and resources, so it would be beneficial to know what it would take financially to move buildings.

### C. Intellectual Control

Catalogs, inventories, finding aids, and other descriptive guides support access to collections by enabling users to locate materials pertinent to their research. They also support preservation in several ways:

- ❖ They decrease the risk of theft, since in addition to facilitating access, descriptive guides serve to document ownership of collection materials.
- ❖ By pointing researchers to specific boxes and folders, descriptive guides prevent damage and disorder that can occur when a researcher has to rummage through large numbers of boxes and documents.
- ❖ They help to maintain intellectual links between materials that may be physically separated for preservation purposes (e.g., papers separated from cased photographs).

- ❖ In the context of disaster recovery, catalogs, inventories, and finding aids are invaluable in helping staff to determine which materials, if any, have been damaged or destroyed.

Before an organization can select collection materials for preservation and conservation treatment, it must have good intellectual control of collections, since relative values and priorities cannot be assigned to materials unless staff are familiar with the content of collections.

- **Continue to inventory and organize collections.** This will help establish intellectual control, as well as make access and budgeting for collections-related supplies easier. It will also help with the long-term goal of creating Finding Aids for researchers.
- **Continue processing the collection and entering information into PastPerfect 5.0.** Much progress has been made with this and work should continue. This will help with establishing an inventory, responding to research requests, and curating exhibits. Staff have the additional goal of uploading the collections to PastPerfect Online in order to reach an online audience beyond those who are physically able to visit the museum.
  - Additionally, if PastPerfect is the preferred vendor, consider upgrading to PastPerfect Web Edition, as it offers a cloud-based product and service which eliminates needing a host computer for the software and features automatic backups, well as an updated online public access format.
- **Establish ownership of collection materials.**
  - See [Section II.A](#) for information on developing additional policies to help with this issue.

### **III. Storage Environment**

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#### **A. Temperature & Relative Humidity (RH)**

To a significant extent, temperature and relative humidity (RH) levels in the storage environment determine the longevity of books, paper, film, and optical and magnetic media. Heat and moisture act as catalysts for chemical, mechanical, and biological decay, making the rate at which materials age directly proportional to the conditions in which they are stored. Appropriate storage conditions vary depending on the type of material. For books and paper, cooler is better: the lower the temperature, the more slowly items will decay. Storage requirements for photographs (including still and moving-image film) and audiovisual media are quite different from those for books and paper, and again, they depend on the type of material (i.e., nitrate, acetate, polyester, magnetic tape, etc.).<sup>3</sup> Keeping temperatures as low as possible and keeping spikes or dips in temperature and RH to a minimum, should be primary goals. Far more than short-term peaks in temperature or RH, seasonal fluctuations resulting in extreme conditions—where materials are subjected to high temperature or RH for longer than a month—hasten decay.

Control of RH should be a priority. Besides accelerating chemical deterioration of all materials typically found in archival collections, extreme seasonal RH fluctuations cause mechanical stress in paper as it absorbs and releases moisture in response to changing moisture levels in the surrounding environment. High RH causes image decay of film and photographs, discoloration of color film and photographs, and binder degradation in magnetic media. Moreover, humid environments put collections at risk of damage from mold (which can bloom where RH exceeds 60%), and they can be inviting to pests (e.g., silverfish) that feed on cellulose—the primary ingredient in paper. It is critical to note that while high RH accelerates damage, low RH levels (below 25%) can cause paper to become dry, brittle, and weak. The lower the RH (within the range of 30%-50%), the more slowly materials will age.

In recent years, conservation research has focused increasingly on the creation and maintenance of sustainable preservation environments. Where past recommendations called for strict regulation of temperature and RH ( $\pm 2^{\circ}\text{F}/3\%$  RH), current thinking is less prescriptive and takes into account material characteristics, environmental risks, the capacity of existing environmental controls, current institutional capabilities, and available resources. As a very general guideline, temperature settings for public and staff spaces, including those that also double as collection storage or display, should aim for a setting that is as low as possible while still being comfortable for people. Typically, this means a temperature between 64°F and 72°F and not exceeding 75°F. Relative humidity should be between 30-60%; however, you must consider the age and construction of the building as well as the effectiveness of the climate control system. In areas dedicated to storage and not intended as workspace, the temperature can and should be kept lower to conform to best practices for material type. “An optimal preservation environment,” states the Image Permanence Institute, “is one that achieves the best possible preservation of collections at the least possible consumption of energy, and is sustainable over time.”<sup>4</sup>

- **Continue to monitor temperature and humidity in the collection storage room.** The thermohygrometer currently in use does not record data over time and is checked in passing or when temperature and/or humidity in the room feel extreme. Implement a schedule to regularly record the readings for later analysis so that daily and seasonal fluctuations can be seen and adjusted for, as needed. Dataloggers that automatically record and save information on temperature and relative humidity could be purchased in the future.

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3 Peter Z. Adelstein. 2004. *IPI Media Storage Quick Reference*. Rochester, NY: Image Permanence Institute, Rochester Institute of Technology. <https://s3.cad.rit.edu/ipi-assets/publications/msqr.pdf>; and The National Film Preservation Foundation. 2004. *The Film Preservation Guide: The Basics for Archives, Libraries, and Museums*. San Francisco, CA: National Film Preservation Foundation, pp. 59-69. [www.filmpreservation.org/preservation-basics/the-film-preservation-guide](http://www.filmpreservation.org/preservation-basics/the-film-preservation-guide).

4 Image Permanence Institute. 2010. *Seminar Reference Workbook for Sustainable Preservation Practices for Managing Storage Environments*, p. 46. [http://ipisustainability.org/pdfs/sustainability\\_workbook\\_connecticut.pdf](http://ipisustainability.org/pdfs/sustainability_workbook_connecticut.pdf)

- **Begin to monitor temperature and humidity in the exhibit areas and Resource Room.** Place a thermohygrometer in exhibit spaces where original collections are displayed and implement and follow the same recording schedule that the storage space follows. Do the same for the Resource Room, since ultimately collections may be held there as well. Thermohygrometers can be purchased at hardware stores or from conservation and museum supply vendors.
- **Gather and analyze a full year of data from and all thermohygrometers and/or dataloggers.** This will help determine if the spaces being used for collections storage are suitable long term. If conditions are harmful, then NBFHC will need to explore options to control the environment or use the data to support finding a new space.
- **Inquire about maintenance schedules for the HVAC equipment.** Consider speaking with the building's landlord to ensure that the HVAC equipment is on a preventative maintenance schedule and to educate them on why consistent environmental conditions are important for cultural heritage preservation.

## B. Protection from Light

All light accelerates deterioration by providing energy to fuel damaging chemical reactions. While the ultraviolet (UV) component of light (present in sunlight and artificial fluorescent, mercury vapor, or metal-halide lamps) is the most damaging, it is important to understand that visible light can also cause a great deal of damage. Light causes paper to fade, yellow, or darken, and media to fade or change color. Damage is cumulative and irreversible. Its extent is determined by the intensity of the light and the length of exposure.

- **Continue to turn off interior lights in areas that serve as storage or exhibition for collections when the spaces are not in use.**
- **Continue to return collection items to storage in enclosures, on shelving, when not in use.**
- **Continue to store sensitive objects, such as textiles, in protective boxes.** Artifacts with components made of organic materials (paper, wood, cloth, leather) are especially at risk for hastened deterioration due to exposure to light.
- **Limit exhibition of original archival materials.** Ideally, original materials should not be displayed permanently and especially not in areas with direct sunlight or in areas with direct light focus, even if those lights are LED. For paper-based materials, remove original materials from frames, store them in archival folders, and replace them with color facsimiles/reproductions.
- **If unable to display reproductions, implement a schedule to rotate displays of original materials every 3-4 months to mitigate light damage.**

## IV. Emergency Preparedness

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### A. Protection from Water

The best insurance against water damage is regular inspection and maintenance of the roof covering and flashings. Gutters and drains should be cleaned at least twice per year (ideally at the end of each spring and fall). Storing collections underneath water or steam pipes, lavatories, mechanical air-conditioning equipment, or other sources of water should be avoided, as should storing collections directly on the floor. Shelves or pallets should hold materials at least 3" above floor level. It is also a good idea for staff to familiarize themselves with the location and operation of water mains and shut-off valves in the event that it is necessary to shut off the water supply during an emergency.

- **Check windows, doors, vents, etc. weekly** in conjunction with opening hours. If the weather permits, walk around the outside of the building as well. Train volunteers to be on the lookout for water infiltration, pests, and other potential problems. Consider speaking with the building's landlord to ensure that the building is on a preventative maintenance schedule.
  - If it is scheduled to or has rained heavily, ensure that the back door is monitored for water infiltration, as this spot has been known to leak. Consider purchasing supplies for cleanup of the area during open hours, like mops, buckets, and towels, and/or for prevention when the NBFHC is closed for an extended period, such as a long holiday weekend. [Absorbent socks](#) or [absorbent mats](#) can be useful to help alleviate damage in and around leak-prone areas.
- **Raise collection materials at least 3" off the ground** by installing the bottom shelf for the current shelving unit. Even minor leaks can lead to pooling water, which poses a serious threat to any materials on the floor. This will also help to discourage pest activity in/around collections.
- **Protect collection materials on top shelves.** Any collection material placed on the top shelf of the shelving unit should be enclosed in archival boxes to protect from possible water damage from overhead pipes or roof leaks.
- **Mark visible water spots.** Consultants noted several water spots on the ceiling while doing the walk through. NBFHC staff should document water spots to be sure they are not active/growing. Take photographs and either measure the spot at its widest point or use a pencil to outline the current water spot. If the spot grows, staff will be able to respond quickly and prevent a larger issue.
- **Restrict beverages in open containers** in areas and on tables where collections are used or stored.
- **Document the presence of pipes, HVAC systems, etc.** that run above/beside/along spaces that are rented by NBFHC. If architectural drawings can be procured, then they can help with this task.

### B. Protection from Fire

All preservation efforts become moot if collections are destroyed by fire. For this reason, it is recommended that buildings housing collection materials be equipped with a building-wide fire detection and suppression system. Fire detection devices—ideally including both smoke and heat detectors—should be wired directly to the local Fire Department or another agency where they can be monitored 24 hours a day, 7 days a week. Manual fire extinguishers are a minimum for keeping a building and its occupants safe in case of a fire, and all staff should be trained in their use.

- **Schedule a walk-through of your building with the Fire Department** to identify risks and request advice, particularly about appropriate evacuation routes and fire extinguisher placement. This walkthrough can

also be helpful to let the Fire Department know where collections are stored and that care should be taken, if possible, when responding to an incident. The City of New Bedford Emergency Management Department may be another resource for the museum to utilize.

- [National Archives Fire Safety Self-Inspection Form for Cultural Institutions](#) provides additional guidance on what to look for during inspections.
- [Working with Emergency Responders Booklet](#) published by The Foundation for Advancement in Conservation (FAIC) provides tips for working with first responders before, during, and after an emergency.
- **Purchase additional fire extinguishers and schedule training** for staff and volunteers. Ensure everyone knows the location of fire extinguishers throughout the building and knows how to use them. The location of the fire extinguishers should be marked on floor plans/maps, along with emergency exit routes.
- **Ensure landlord maintains smoke alarms and has fire extinguishers inspected annually.** Inquire about the Executive Director (and potentially an additional staff member) being added to the alarm company's call list if a smoke detector or other fire alarm is triggered in the building.

## C. Disaster Planning

Collection emergencies can be addressed quickly, and damage avoided or minimized, if staff are prepared to respond. For this reason, it is recommended that in addition to an up-to-date disaster plan, every collecting institution have staff that are familiar with the plan and trained to carry it out, as well as a complete disaster response kit on hand. Some of the most common incidents that impact collections are burst pipes and roof leaks, so staff should be equipped to recover small quantities of water-damaged materials. Larger quantities will require professional assistance.

- **Complete a risk assessment** and then prepare for the most likely emergencies or disasters. See [Appendix A: Resources and Vendors, Emergency Preparedness](#) for more information.
- **Stock an emergency supply kit** to keep on hand in the museum building. See [Appendix A: Resources and Vendors, Emergency Preparedness](#), for more information. Consider including items such as plastic sheeting or tarps to throw over collections to protect from water overhead, flashlights for a power outage, and rags, paper towels, or sponges to clean up in the event of a water emergency.
- **Create a Disaster Plan that fits the scope of the NBFHC's operation and update it annually.** While creating a full Disaster Plan may be a long-term goal, NBFHC staff can create a "panic sheet" in the short-term so that the museum is better prepared in an emergency or disaster event. Templates for two types of condensed disaster plans, a "Panic Sheet" and the PrEP plan, are included in [Appendix C](#) and [Appendix A](#), respectively. The plan should include contact information for the insurance company, a list of vendors, and salvage priorities within the collections.
- **Ask for expert advice in an emergency situation.** NEDCC has a 24/7 Collections Emergency hotline at 1-855-245-8303. The National Heritage Responders likewise offer phone advice and sometimes on-site assistance: 1-202-661-8068.

## V. Collections Storage & Handling

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### A. Storage Space and Furniture

Adequate space is essential for proper collections maintenance and preservation. Overcrowding materials on shelves and stacking materials on the floor exposes them to distortion, damage during removal and reshelfing, and damage from water. For any archives or library, collections represent an investment to be maintained in the same way that buildings and equipment are maintained. The most basic element of such maintenance is the provision of safe, appropriate storage space.

It is important to choose furniture that is appropriate in size for the collections to be stored and provides good support for the materials. For example, oversize shelving may be required for some materials so that they do not project into the aisles where they can be bumped and damaged. Specialized furniture may be required to store maps, architectural drawings, and other oversize materials.

- **Purchase flat files or rolled storage** for maps, posters, and other oversized archival materials.
- **Keep non-collections materials out of collection storage areas.** Since the collections storage area also serves as office space, maintain clear delineation between where and how collections items are stored as opposed to where and how non-collections items are stored.
- **Adjust collections shelving unit so that collection materials are at least 3" off the ground.** Do not store collections materials directly on the ground.
- **Consider moving Research Library and Education Collection materials to the Resource Room on the first floor.** If there are collections that will be for research or education only and not part of the permanent collection, these materials could be separated out and stored on the first floor. Permanent collection materials should have strict storage and access policies, but those that will be available for public use without staff supervision can have looser guidelines and be stored on the first floor. This will open up shelf space in the collections storage area on the second floor.

### B. Housekeeping

Active pest management, through both prevention and detection, protects collections from pests that see them as food sources. Clutter and food remains attract pests, and food odor is one of the cues to pests that a space may be hospitable. Eating and drinking should be restricted as much as possible, and should be prohibited in all spaces where archival materials are stored, processed, or used. Systematic housekeeping—through periodic vacuuming of floors, shelves, boxes, and books—is also important, since particulate matter can attract pests as well. Moist conditions may encourage both pests and mold growth; for this reason, control of RH and prevention of water leaks are imperative.

- **Establish and implement a regular housekeeping schedule**, ideally one that can be done weekly in conjunction with opening hours. Include basic tasks such as sweeping the floor, dusting windowsills and other surfaces, and collecting trash. Food trash needs to be removed from the building at closing every day.
- **Periodically deep clean.** Determine which cleaning tasks should be done less frequently, perhaps as part of an annual “deep cleaning” day or completed piecemeal throughout the year as part of the weekly housekeeping schedule. Include tasks such as dusting light fixtures, the tops of bookcases, and the exposed ductwork in the exhibit spaces, vacuuming rugs, cleaning windows, etc.
- **Dust shelving, display cabinets, and collection materials with a soft, dry cloth** as collections are rehoused into appropriate archival enclosures (as recommended in [Section V.D.](#)).

- **Reduce clutter.** As staff starts to reconfigure and organize spaces within the museum, identify the places where clutter tends to gather and strive to keep these areas clean and tidy, even if the clutter itself needs to remain in place a while longer.
  - Add the bottom shelf to the shelving unit in the storage closet to keep boxes and other items off the floor. While these are not collections materials, they are still an investment and an important part of the operation of NBFHC. Lifting these materials at least 3" off the floor will help with housekeeping and pest management, as well as help mitigate potential water damage.

## C. Handling Practices

Damage to collections through unintentional mishandling often goes unrecognized and can cause significant damage to materials over the long term. Damage can be prevented by training staff and researchers alike in proper handling techniques for the different types of materials in the collection. Where Special Collections materials are used, supervising researchers will provide staff with an opportunity to spot and correct any accidental mishandling. When processing newly-acquired books that will be retained permanently in a collection, identifying information is best placed on acid-free, lignin-free, buffered paper flags inserted between the volume's first page and front flyleaf. These are available from conservation suppliers. Adhesive labels, such as sticky notes, can stain or otherwise disfigure volumes, and should be avoided on permanent collection materials. Most fasteners (plastic or metal paper clips, for example) crimp pages and lead to permanent structure changes.

To ensure that unique books, manuscripts, and paper documents are not accidentally damaged during handling, the use of white cotton gloves is discouraged. A notable exception is in the handling of photographic and film objects. Anyone handling these materials should wear nitrile gloves to prevent transfer of damaging finger oils to the emulsion layer of the object.

- **Continue with professional handling practices and begin to document them and share them** with all volunteers and patrons, as appropriate. For example, state which materials (or what condition characteristics) are too fragile to have available for public use (supervised or not), which types of items should be used with additional supports (like a book pillow), and which must be handled by staff only. Sample guidelines are included in [Appendix A: Resources and Vendors](#).
- **Continue to place heavier boxes and collections objects on the lower shelves,** to facilitate safe handling. Ensure that items placed on higher shelves are secure and fit properly on the shelf.
- **Purchase nitrile gloves** for staff and patrons to use when handling photographic materials, metal artifacts, and collection items that are dirty. If possible, purchase gloves in multiple sizes. For other collection materials, handling with clean, dry hands is good practice. Gloves are not needed for handling paper-based materials such as documents and books, so long as hands are dry, clean, and free of lotions.
- **Restrict beverages in open containers and all food** in areas and on tables where collections are used or stored. This includes areas where collections will be reviewed by researchers and exhibit spaces.

## D. Enclosures and Storage Practices

Two principles should be kept in mind when selecting protective enclosures. First, they should be chemically stable. Paper enclosures should be acid-free and lignin-free, and in most cases, buffered with an alkaline reserve. The purpose of the buffer is to neutralize acids as they form in storage materials through contact with acidic items and atmospheric pollution. Plastic enclosures should be composed of polyethylene, polypropylene, or archival-grade polyester (often sold under the trade name "Melinex"). Enclosures for photographic materials should have passed the Photographic Activity Test (PAT), ISO Standard 18916:2007, which determines whether a product contains properties that will react with photographic images to cause deterioration.

The second principle to keep in mind is that enclosures should keep their contents reasonably stationary and provide them with good structural support. Boxes that are significantly larger than their contents will allow items to shift, making damage more likely to occur as the box is moved on and off the shelf. Boxes that are too small will compress items, causing creases and tears. For flat file drawers, folders selected should match the size of the drawer (with about 1/2" to spare on each edge), rather than the size of the item, to prevent contents from sliding out of folders as drawers are opened and closed. Overfilled folders and boxes suffer damage as materials are handled and as researchers search through papers to find what they need. Under-filled boxes lead to the folders slumping, which warps the materials held in the folder. If a box is not full a spacer can be added to keep materials upright. In general, no more than 10 pages should be placed into a folder, and fewer per folder is best for particularly fragile or damaged items.

Polyester sleeves are helpful in protecting paper and photographic materials from direct handling and abrasion. Used in large numbers, though, they can also add bulk to collections, increasing the amount of shelf space needed to store materials. For this reason, and because these enclosures are fairly costly, it is wise to use them selectively—specifically, for items that are fragile (e.g., torn or brittle papers) or vulnerable to abrasion (e.g., photographic prints and negatives). It is also important to note that plastic sleeves can carry an electrostatic charge; for this reason, they should be avoided for items with “friable media” (i.e., media that lift easily from their support) such as pastels, charcoal, flaking inks, or chalk.

## 1. Bound Volumes

Shelving practices play a major role in keeping books in good condition. Non-oversize books need to be shelved upright and supported by bookends. Books that lean can become distorted over time from the stress placed on their bindings. When possible, shelve non-oversize books by size, since very small volumes will not support large ones, and can be crushed by the weight of larger books. Oversize books (those more than 12" high) are best shelved flat for overall support; placing them in stacks no more than two or three volumes high will facilitate safe handling. Alternatively, where flat shelving is not possible, oversize books can be shelved on their spines—but never on their front edges (or “fore edges”), since the weight of a book’s pages will pull the text block away from its cover.

- **Shelve regular-sized books (under 12") upright or with the spine down to protect the hinges.** Books will sustain damage when shelved on their fore edges, even if only for a short period of time. If possible, reorganize volumes so that similarly sized books are stored together. Support books with powder coated stainless steel bookends, if needed.
- **Store all oversized ledgers, logbooks, and volumes flat on shelves that fully support them, up to three items high and with similarly sized items together.** Ensuring that bound volumes are fully resting on shelves prevents distortion and they should not overhang the edge of shelves. Reducing the number of bound volumes in a single stack decreases the stress on the volumes at the bottom of the stack, as well as increases accessibility.
- See NEDCC’s Preservation Leaflet [04-01 Storage and Handling for Books and Artifacts on Paper](#) for more information on storage practices for bound volumes.

## 2. Pamphlets & Other Small Booklets

Pamphlets, periodicals, newsletters, and other small booklets can be stored in specially made enclosures, in folders and boxes, or in hanging folders in file cabinets. Pamphlets of the same cover size can be stored in drop-spine or phase boxes. Pamphlets that differ in size may be stored according to guidelines given in [Section V.D.4.](#) below for manuscripts and documents. Booklets more than about 1/4" thick should be stored spine down in individual folders. Pamphlets of very different size should not be stored in the same folder.

- **Reassess storage of thin bound items like pamphlets, periodicals, and newsletters.** These items can be stored spine-down in folders within boxes or filing cabinet drawers.

- While these items can be stored in acid-free, lignin-free, and buffered [record storage cartons](#), [flip-top pamphlet files](#) are an alternative that may help save shelf space. [Spacers](#) can be purchased or made and then used with either option as a way to keep folders from slumping in the boxes. While all of these examples are from Gaylord Archival, other archival product companies sell similar products.

### 3. Scrapbooks & Photo Albums

Scrapbooks, photo albums, and ephemera pose challenging preservation problems. Their components often encompass multiple formats with different weights and thicknesses. Ephemera may have raised surfaces or three-dimensional decorations. In scrapbooks, it is common to find newspaper clippings pasted alongside items such as photographs, programs, and postcards. The collective bulk of pages can strain and weaken bindings. Most scrapbooks and many photo albums have support pages made from poor-quality paper prone to embrittlement, with acids that migrate to the items attached. Adhesives may degrade, causing items to become detached from pages and possibly lost.

- **Purchase custom boxes for each of the scrapbooks in the collection.** A custom-fitted box, such as one from [www.archivalboxes.com](#), will provide the best protection for scrapbooks, particularly if they have loose or brittle pages. Standard-sized flat boxes can also safely house volumes by adding spacers that prevent volumes from shifting inside boxes, if the box is too large for the scrapbook. Store scrapbooks horizontally.
  - Flat box (example): <https://www.universityproducts.com/perma-dur-barrier-board-drop-front-boxes-blue-gray.html>.
  - Spacers can be made from folded acid-free archival board or blocks of inert museum-quality foam like Ethafoam.
- **Store photo albums properly.** If space allows, shelve photo albums horizontally, no more than two or three high. Purchase a custom box for any that have loose photos or brittle pages. Where possible, remove photographs from albums with either acidic or adhesive pages or sleeves made of unidentified plastics. In the short term, photographs can be stored in inert plastic (polyester, polypropylene, or polyethylene) pages within binders. For more information about storing photographs, see [Section V.D.5](#).

### 4. Documents & Manuscripts

Protective enclosure of unbound archival materials serves several purposes. At the most basic level, it facilitates intellectual control of collections by providing a means of keeping like materials together. It also slows chemical deterioration of materials by protecting them from light, a catalyst for deterioration. Enclosures provide protection from water in the event of a water emergency, and they protect materials from mechanical damage.

- **House documents in archival quality folders and boxes.** Ideally, documents should be stored in acid-free, lignin-free, buffered folders and document cases. Documents can also be housed in archival quality folders and placed in hanging folders within vertical or lateral files. See NEDCC's Preservation Leaflet [04-01 Storage and Handling for Books and Artifacts on Paper](#) for more information on storage practices.
  - Folders (example): <https://www.universityproducts.com/manuscript-folders.html>
  - Document cases (example): [University Products item 735-2510](#).
- **Continue rehousing oversized documents, such as art prints and posters, in archival flat boxes.** If items are too large for flat storage or the shelves are too small to safely hold the boxes, items can be rolled for

storage in acid-free boxes or tubes. Rolled storage boxes have the advantage of being able to be easily stacked on shelving, while tubes will need to be stored upright in a rolled storage cart.

- Flat box (example): <https://www.universityproducts.com/perma-dur-barrier-board-drop-front-boxes-blue-gray.html>
- Rolled storage boxes (examples): <https://www.universityproducts.com/corrugated-roll-storage-box.html> or <https://www.universityproducts.com/perma-dur-roll-storage-boxes.html>
- **Reevaluate storage of newsprint, as time and resources allow.** Newsprint is highly acidic and will discolor other materials it is in contact with. For newspaper clippings intermixed with documents, consider photocopying news clippings and discarding originals or separating newsprint from other materials. Separate newsprint into a separate folder or store newsprint in a folded piece of acid-free paper or tissue to physically separate it from other material in the same folder. For newsprint in scrapbooks, consider interleaving scrapbook pages that have newsprint with acid-free tissue to prevent acid transfer between pages.

## 5. Photographic Materials

Enclosures for photographic formats should subscribe to ISO 18916:2007, the Photograph Activity Test (PAT), an international standard which determines whether a product is stable and appropriate for use with photographs. Ideally, each item would be enclosed individually and housed with items of a like size and type. Photographs can also be stored grouped together in folders or boxes with acid-free tissue interleaved between photographs. See [Appendix A](#) for example enclosures.

- **Rehouse photographic prints in archival quality enclosures.** As time and resources allow, transfer photographic prints to acid-free, lignin-free, buffered folders or to archival plastic photograph sleeves and binders for storage. Multiple items can be stored in a folder, but to prevent damage, the number of items should be kept to a minimum. Only prints that are similarly sized should be stored together in a folder.
  - For photos stored in folders with other types of materials, place photos in individual archival (polyester, polypropylene, or polyethylene) plastic sleeves or separate the photo from other materials with a piece of archival tissue to prevent acidic transfer to photos. This can be done over time as resources allow.
  - Store oversized photographs (over 8.5" x 11") in flat boxes. Store prints in appropriately sized folders or sleeves within archival boxes to protect them from light, dust, and physical damage. Acid-free, lignin-free paper sleeves or PAT-certified plastic sleeves can be used to enclose oversized prints. Flat boxes should be stored on shelves that can adequately support the box.
  - If larger oversized prints require more support, consider placing a sheet of acid-free, lignin-free board behind the print within the sleeve. For larger or fragile oversized photographs, use a sleeve that opens on two or three sides to safely insert the item into the sleeve.
  - Photographs that are frequently accessed by researchers can be stored in inert plastic sleeves within binders. Sleeves will protect the print from being handled directly and a binder format will allow for easy access. Patrons should be discouraged from removing prints from the sleeves. See NEDCC's Preservation Leaflet [05-05 Storage Enclosures for Photographic Materials](#) for more information.
- **Rehouse slides and negatives in archival quality enclosures** following similar guidelines listed above. Archival suppliers offer a variety of storage enclosures to choose from, depending on the size of the collection in question and space on shelving units.

## 6. Audiovisual Media

Format obsolescence is a significant obstacle for access to audiovisual materials. Dust and other particulates pose a major risk to the longevity of recordings because they cause abrasion, resulting in information loss. Preservation strategies for audiovisual media must include prioritization for digitization as well as stabilization of the original media, particularly until reformatting can take place. Stabilization is achieved through maintenance of a cool, dry, clean storage environment, accompanied by protective enclosure of individual items. Any item showing signs of degradation should be assessed for retention and, if kept, prioritized for digitization.

- **Store AV media in individual enclosures and group formats together in appropriately sized media boxes, as time and resources allow.** Individual enclosures will protect media from physical damage, light, and dust. Grouping like media together in boxes will facilitate inventory, storing, and moving collections.
  - Examples from Gaylord Archival:
    - CDs/DVDs:
      - <https://www.gaylord.com/Media/Gaylord-Archival%26%23174%3B-Tan-Barrier-Board-Shallow-Lid-CD-Box/p/CDSB5125>
      - <https://www.gaylord.com/Preservation/Media-Preservation/Storage-Boxes-%26-Cases/Gaylord-Archival%26%23174%3B-Single-Slimline-CD-Case/p/CD56A>
      - <https://www.gaylord.com/Preservation/Archival-Envelopes%2C-Sleeves-%26-Protectors/Tyvek%26%23174%3B-CD-Sleeves-%28100-Pack%29/p/CDS44>
    - VHS:
      - <https://www.gaylord.com/Preservation/Media-Preservation/Storage-Boxes-%26-Cases/Single-Videocassette-Case/p/U1-31A>
    - Film:
      - <https://www.gaylord.com/Preservation/Media-Preservation/Film-Storage-%26-Supplies/Storage-Boxes-%26-Cans/STIL-16mm-x-400-ft-Reel-Capacity-Film-Can/p/CAN16400>
  - [PSAP Collections ID Guide: Audiovisual](#) is a comprehensive resource that will help you care for your audiovisual materials and identify their particular storage and handling requirements.

## 7. Art, Textiles, and 3-D Artifacts

Storage of art, textiles, and three-dimensional artifacts is beyond the scope of NEDCC's expertise; however, the commentary in Sections II, III, and IV applies equally as well to these types of collections as to paper-based materials.

For art on paper, see [Section V.D.4.](#) Documents and Manuscripts.

- **Create dedicated storage space for art, objects, and textiles.** Grouping like materials together will make it easier to assess the total volume of objects within the collections and to meet their storage and preservation needs.
- **Review best storage practices for objects and textiles.** The following resources provide helpful guidelines for object and textile care and storage:
  - The [PSAP Collection ID Guide: Objects](#) is a comprehensive resource that will help you care for your objects and identify their particular storage and handling requirements.

- [Storage Techniques for Art, Science, and History \(STASH\)](#) object storage guides provide excellent case studies and storage solutions for irregular, three-dimensional objects.
- The Canadian Conservation Institute's Notes on the care of [paintings](#), [wood](#), [glass](#), [plastic](#), and [metal](#) provide helpful information on their storage and preservation.
- Information on textile collections can also be found through the Canadian Conservation Institute, including [guidelines on flat and rolled storage of textiles](#).
- Museum Textile Services provides a [number of resources on textile storage](#).

- **Rehouse objects and textiles, prioritizing those that are fragile, accessed often, and/or of high value.** Objects inside storage enclosures may need to be buffered or supported with protective materials such as Ethafoam or archival board to prevent breakage and shifting. These supplies can be purchased at archival suppliers such as University Products, Gaylord Archival, Hollinger MetalEdge, or Talas.
- **For more advice on storage, display, or conservation of art, textiles, and objects, consult a conservator that specializes in these formats.** The American Institute for Conservation (AIC) website has a [Find a Professional](#) tool that will aid in selecting an appropriate conservator for expert advice.

## **VI. Conclusion**

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The New Bedford Fishing Heritage Center's staff members are aware of some of the challenges associated with the long-term stewardship of their collections. They have shown a commitment to preservation by hiring a qualified part-time, temporary Archivist who has begun to inventory, organize, and catalog the collection, and edit policies and procedures. Additionally, staff has sought the advice and consult of Judy Farrar, Librarian and Archivist at UMass Dartmouth and member of the NBFHC Board of Directors. The decision to pursue this general preservation pre-assessment speaks to the commitment to improving collections care and developing a preservation plan that will ensure that collection materials are available into the future.

As the staff continue efforts to preserve and maintain the NBFHC's unique collections, they face several challenges, including:

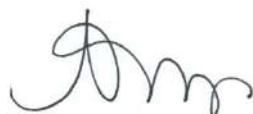
- A lack of permanent qualified staff to complete collection management activities;
- Incomplete policies, procedures, and forms related to collections management and patrons;
- A lack of dedicated storage space and storage furniture for collections, particularly if the collection is to grow;
- Unprocessed collections and lack of intellectual control over a portion of the collection;
- A lack of an emergency plan and full control over building access and security;
- Difficulty controlling and maintaining a stable and consistent temperature and relative humidity in storage area;
- Not owning the building the museum and collections currently reside in.

In order to best care for the collections, actions in the foreseeable future should focus on activities that provide the broadest benefit to all collections, rather than actions that only affect a small number of items. **With the challenges noted above in mind, efforts over the next 1-2 years should focus on:**

- Securing funding for a permanent part- or full-time Archivist;
- Continuing to rehouse, inventory, and organize collections;
- Developing policies, procedures, and forms for collections management and patrons;
- Training volunteers on policies and procedures;
- Gaining intellectual control over the collection;
- Meeting with Fire Department and other emergency management personnel;
- Monitoring and tracking the temperature and relative humidity in order to gain a better understanding of what is needed to correct the issues;
- Continuing amicable relationship with landlord and discussions about signing a long-term lease, purchasing a portion of the building, or developing a budget and plan to move the museum entirely.

I am glad to have had the opportunity to work with the New Bedford Fishing and Heritage Center on this assessment. NEDCC remains ready to assist the NBFHC with scoping future grant applications and planning preservation projects. If this report has raised any questions, or if I can provide any additional information, please do not hesitate to contact me.

Respectfully submitted,



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## **VII. Appendices**

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### **A. Resources and Vendors**

Archival and preservation supplies may be mentioned throughout the report in order to provide guidance and to show examples of shelving, storage enclosures, pest management tools, and more. Most of these supplies are available from multiple vendors, and staff should select the one that best meets their needs in terms of cost, shipment method, etc. Examples of particular items are intended as illustrations, not recommendations of one supplier over another.

In addition, to assist in understanding and following best practices in archives and special collections, a number of publications, guides, and grant opportunities have been suggested and are listed here for ease of access.

#### *Conservation Services*

- NEDCC's Preservation Leaflet [07-07 Choosing and Working with a Conservator](#)
- American Institute of Conservation's online [Find a Professional](#) tool

#### *Custom Enclosures for Books, Scrapbooks, or Photo Albums:*

- For high-priority damaged or fragile items, [CMI Micro-Climate™ boxes](#)
- [Four-flap enclosures](#) can be made in-house or purchased. Gaylord offers the example listed here.

#### *Emergency Preparedness:*

- NEDCC's Preservation Leaflet [03-04 Worksheet for Outlining an Emergency Response Plan](#)
- [PRR \(Pocket Response Resource\)](#), fillable template and instructions from dPlan | ArtsReady.
- [PReP Pocket Response Plan](#), fillable template from the Council of State Archivists
- Emergency Response Kits can be assembled using this [supply list](#) from the American Institute for Conservation or purchased. Gaylord offers one example: [Be-Ready Recovery Kit](#).
- [REPP Risk Prioritization Worksheet](#) from the American Institute for Conservation

#### *Environmental management:*

- Image Permanence Institute's [Environmental Management Quick Reference](#)
- Image Permanence Institute's [DewPoint Calculator](#)
- University Products offers a variety of [Thermohygrometers](#)

#### *Exhibits:*

- NEDCC's Preservation Leaflet [02-05 Protecting Paper and Book Collections During Exhibition](#)

#### *Funding:*

- NEDCC's [Funding Opportunities](#) webpage
- NEDCC's webinar "[Creative Funding for Preservation](#)" available for free on-demand

#### *General Book and Document Supplies:*

- [Acid-free, lignin-free, and buffered interleaving paper](#) like this example from Hollinger Metal Edge
- [Record storage boxes](#) like this example from University Products (item 735-5121)
- [Spacer boards](#) to keep documents upright, like these from University Products (item 613-0821)
- [Abbey pH pen](#) from Gaylor Archival (item PH65)
- University Products [Norfolk Book Sofa](#) (item 805-3271 or 805-3272)
- [Hollinger Metal Edge Clarkson Book Support System](#)
- [Homemade cradle](#) using recycled Tyvek shipping envelopes and air pillows

*Pamphlet Supplies:*

- Acid-free, lignin-free and buffered [document preservation binders](#) like these from University products (item 324-7010)
- Acid-free, lignin-free and buffered [flip-top shelf files](#) like these from Gaylord (item EFCROC1)

*Photographs:*

- [Unbuffered interleaving tissue](#) from Hollinger Metal Edge (item PT811)
- NEDCC's Preservation Leaflet [05-05 Storage Enclosures for Photographic Materials](#)
- Preservation Self-Assessment Program Collection ID Guide for [photo and image materials](#)

*Policies, Practices, and Forms:*

- Accession
  - [A Guide to Deeds of Gift](#) from the Society of American Archivists
  - [Deed of Gift with Language Addressing the Possibility of Deaccession](#) from the Society of American Archivists – follow the link and see Appendix C for a template
  - [Accession Forms: Representative Samples](#) from the Library of Congress
- Collection development / weeding
  - [Denver Public Library Collection Development Policy](#). An example policy.
  - Society of American Archivists' [Guidelines for Reappraisal and Deaccessioning](#) - Additional sample policies are found under the heading "Organizational Repositories" in Appendix E
  - Society of American Archivists maintains a [list of example collection development policies](#) from a variety of institutions
- Access and handling guidelines
  - [Typical Usage Guidelines in Archival Repositories](#) from the Society of American Archivists
  - Reproduction and publication guidelines - for example, [Image Use Policy and Fees](#) from Forbes Library
  - ACRL/RBMS [Guidelines Regarding Security and Theft in Special Collections](#)
  - [Notes on Copyright, Restrictions, and Unprocessed Collections](#) from the Society of American Archivists
  - NEDCC Preservation Leaflet [04-01 Storage and Handling for Books and Artifacts on Paper](#)
  - Handling videos
    - [Handling Harvard's Special Collections](#)

*Preservation Education and Information:*

- [NEDCC's training calendar](#)
- [NEDCC's Preservation Leaflets](#)
- NEDCC's free, online textbook, [Preservation 101](#)
- NEDCC's free, online textbook, [Fundamentals of Audiovisual Preservation](#)
- [About Archives](#) series from the Society of American Archivists
- [Conserve O Grams](#) series from the National Park Service
- [Guides for Caring for Your Belongings](#) (previously Guides for Caring for Your Treasures) from the American Institute for Conservation
- [Preservation resources](#) from the U.S. National Archives

*Storage and Identification Guides:*

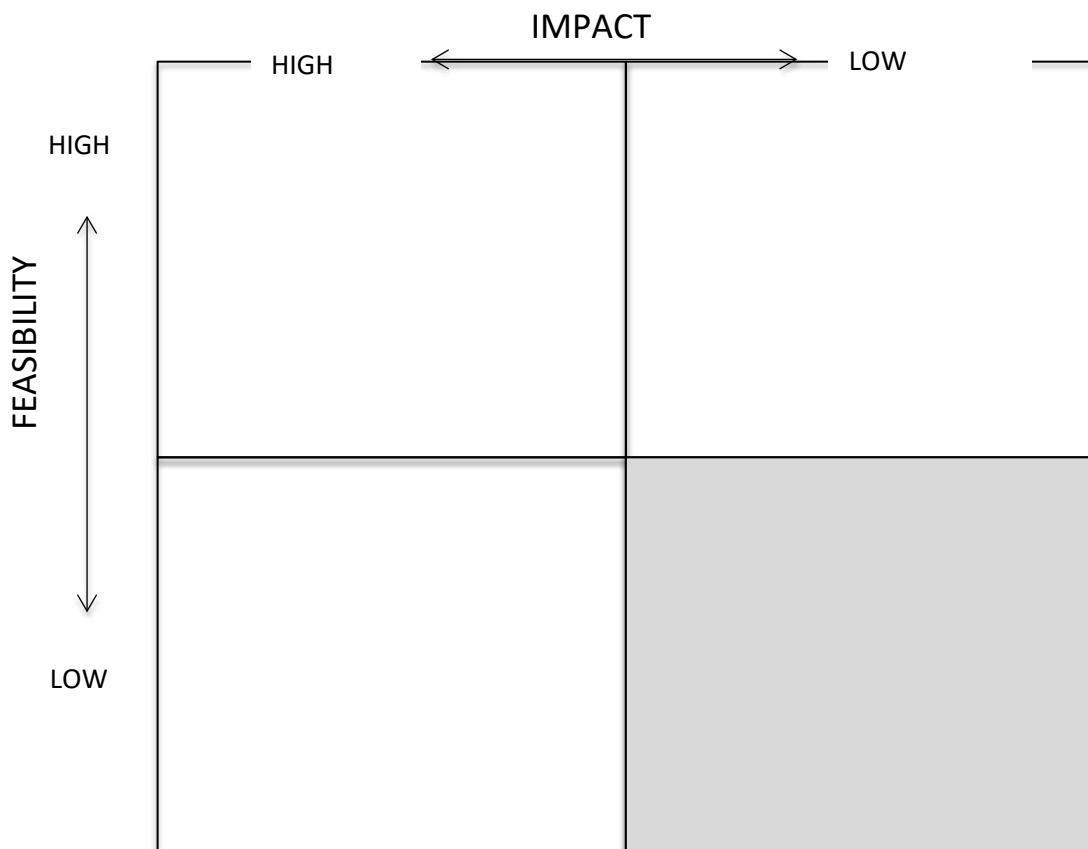
- Image Permanence Institute's [Media Storage Quick Reference](#)
- Preservation Self-Assessment Program (PSAP) Collection ID Guide for [audiovisual, paper & book](#), and [photographic & image material](#)

## B. Implementation Matrix

Understanding your implementation priorities will assist you in preparing a long-range preservation plan. To determine priorities, use the recommendations listed in this report to plot the impact and feasibility for each action against the matrix below, which is adapted from: Pamela W. Darling, *Preservation Planning Program: An Assisted Self-Study Manual for Libraries*, expanded 1987 ed., Washington, D.C.: ARL/OMS, 1987.

High impact actions that can be implemented with little difficulty are placed high in the chart, towards both IMPACT and FEASIBILITY. Items that are difficult to implement and have little impact go in the bottom right corner, distant from both IMPACT and FEASIBILITY.

Actions ranked high in both IMPACT and FEASIBILITY should be pursued immediately, since they can be easily accomplished and will have significant benefits. Those ranked low in the chart can often be postponed or even disregarded because they achieve little while requiring great effort. Many of those items ranked low for IMPACT, even those high on the FEASIBILITY aspect, can be eliminated because they accomplish little—though some may be pursued in order to gain momentum or because they are easy to complete. Items high in IMPACT but low in FEASIBILITY warrant implementation because of their benefits, but will require careful consideration.



### C. Sample Panic Sheet

<b>PANIC SHEET</b>		<b>Important Numbers</b>
<b>Fire, Police, Ambulance</b>		<b>911</b>
<b>Poison Info. Center</b>		<b>800.222.1222</b>
<b>Chemical emergencies</b>	<b>Number:</b>	
<b>CFO</b>	<b>Number:</b>	
<b>Landlord</b>	<b>24-hour number:</b> <b>General Number:</b> <b>Contact:</b>	
<b>Alarm monitoring service</b>	<b>Number:</b>	
<b>Sprinkler system</b>	<b>Number:</b> <b>Customer #</b>	
<b>Intrusion alarm system</b>	<b>Number:</b>	
<b>Fire alarm system</b>	<b>Number:</b> <b>Customer #</b>	
<b>Plumber</b>	<b>Number:</b>	
<b>Electrician</b>	<b>Number:</b>	
<b>HVAC system</b>	<b>Number:</b> <b>Answering service/nights:</b>	
<b>Computer</b>	<b>Number:</b>	
<b>Phone</b>	<b>Number:</b>	

**Date updated:**

**Continued on next page.**

### **Water Emergency**

- If easily done, attempt to determine the cause or source of the water. Water alarms are found at:
  - Location 1:
  - Location 2:
  - Location 3:
- Call \_\_\_\_\_ Number:\_\_\_\_\_. Give the exact location of the problem.
- If possible, turn off the source of the water problem.
- If safe to do so, move materials out of the reach of the water source. Cover any vulnerable materials with polyethylene sheeting (located \_\_\_\_\_).

### **Fire**

- **PULL A FIRE ALARM FIRST, located:**
  - Location 1
  - Location 2
  - Location 3
- Telephone the **Fire Department (911)**. The call to the Fire Department verifies that the manual pull alerted them and allows you to confirm that it is a real fire.
- **EVACUATE PERSONNEL TO ASSEMBLY AREA.** Do not lock the doors.
- **USE A FIRE EXTINGUISHER, IF APPROPRIATE.** Extinguishers should only be used to provide an evacuation path.

### **Medical Emergency**

- Provide first aid if appropriate.

**CPA HISTORIC RESOURCE EVALUATION FORM**

<b>Historic Resource Information</b>	
PROPERTY NAME:	Digitization and Conservation of documents, media and objects related to the fishing industry
PROPERTY LOCATION:	New Bedford Fishing Heritage Center
PROPERTY AGE:	Varies
PROPERTY TYPE:	Documents, media, photos, objects

<b>YES</b>	<b>NO</b>	<b>Buildings and Structures</b>
Cultural or Historic Association:		
<input type="checkbox"/>	<input type="checkbox"/>	Resource is associated with the broad architectural, cultural, economic, industrial, political or social history of the City of New Bedford.
<input type="checkbox"/>	<input type="checkbox"/>	Resource is associated with one or more important persons or events.
Architectural/Design Quality:		
<input type="checkbox"/>	<input type="checkbox"/>	Resource possesses distinctive design or physical characteristics in terms of period, style, or method of building construction.
<input type="checkbox"/>	<input type="checkbox"/>	Resource is associated with a famous architect or builder.
<input type="checkbox"/>	<input type="checkbox"/>	Resource possesses high artistic values.
<input type="checkbox"/>	<input type="checkbox"/>	Resource has architectural significance, either by itself or in the context of a group of buildings or structures.
Integrity:		
<input type="checkbox"/>	<input type="checkbox"/>	Resource retains integrity.

<b>YES</b>	<b>NO</b>	<b>Vessels, Real Property, Documents, and Artifacts</b>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Resource is a complete set of materials or records.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Resource illustrates the site of an important historic event.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Resource identifies a person or group of persons who have impacted the community.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Resource exemplifies the cultural, economic, industrial, social, or political heritage of the City.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Resource represents the work of a master craftsman, artist, etc.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Resource possesses high artistic values.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Resource can be used to inform an area of scholarship.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Resource retains integrity.

<b>YES</b>	<b>NO</b>	<b>NBHC Determination of Significance</b>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>NOTES:</b>		<p>The Center's collection documents a significant period of time in the city's development and has association with the cultural, economic, industrial, social, or political heritage of the City.</p> <p>This project will provide greater accessibility of this collection to the public and aids various sectors of scholarship.</p>



## City of New Bedford Department of City Planning

133 William Street • Room 303 • New Bedford, Massachusetts 02740  
Telephone: (508) 979.1488 • Facsimile: (508) 979.1576

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**MAYOR**  
JON MITCHELL

**DIRECTOR OF CITY PLANNING**  
JENNIFER CARLONI

## COMMUNITY PRESERVATION COMMITTEE

### SENT VIA EMAIL

September 30, 2025

Laura Orleans  
Via email

#### **RE: NBFHC Archives Phase IV**

Dear Ms. Orleans:

Thank you for submitting a FY26 CPA Eligibility Determination for your above-captioned project. **This letter is to inform you that your project as described was determined to be eligible for CPA funding; you are now invited to submit a Step II application.**

The attached instructions and application should be reviewed prior to completing the application as important information about the process, project scoring, and required documents is detailed. Should you have any questions after reviewing the instructions, our CPA Manager, Jessica Bailey, is available to assist you. Please email her at [Jessica.Bailey@newbedford-ma.gov](mailto:Jessica.Bailey@newbedford-ma.gov) or by phone at 508-979-1488.

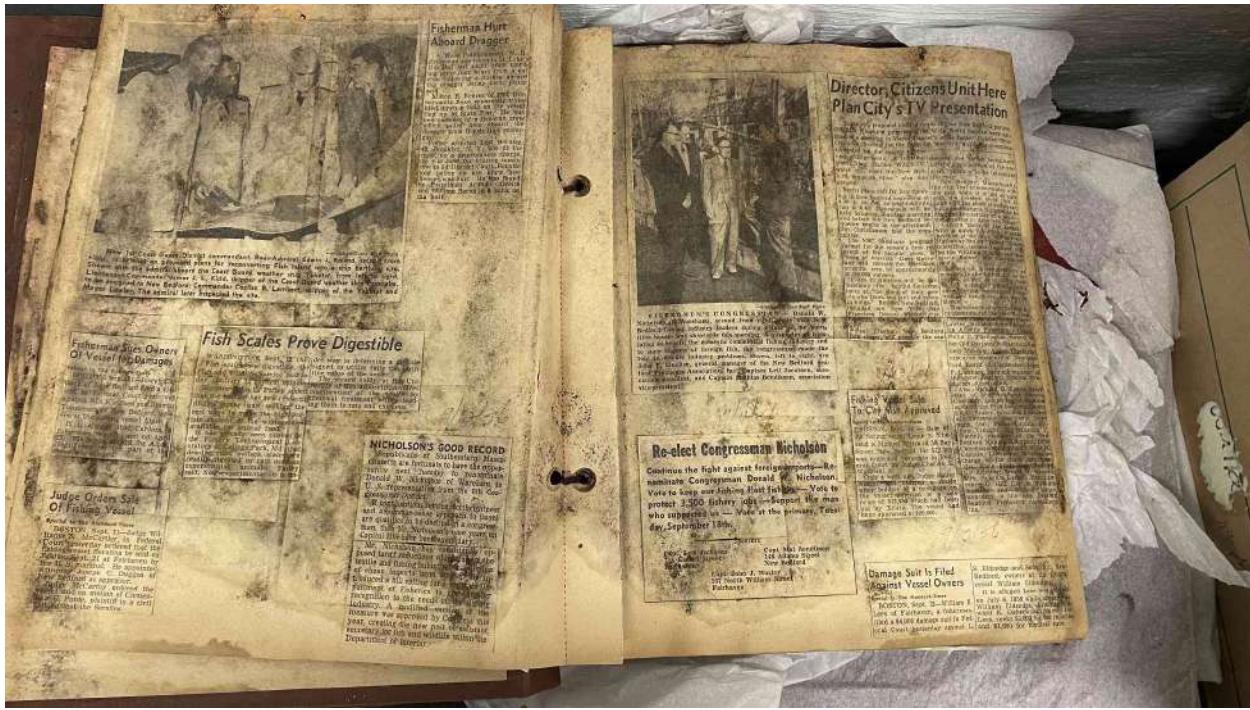
Please note your fully developed application must present your project as described in your Eligibility Determination so the project retains its eligibility; only your project budget and CPA funding request may change. The CPC strongly encourages you to be as accurate as possible with your funding request as it is anticipated the funding requested by applicants will exceed the available FY26 CPA budget.

**Please note your application is due no later than Friday, November 14, 2025, by 12:00 p.m.** Early applications are encouraged, and late or incomplete applications will not be accepted.

The CPC looks forward to receiving your FY26 application.

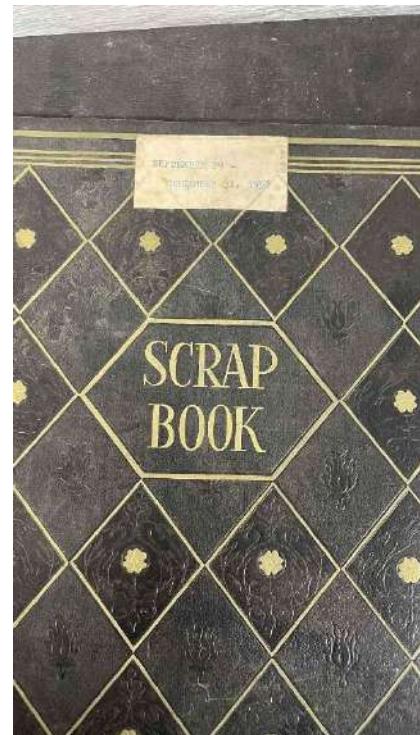
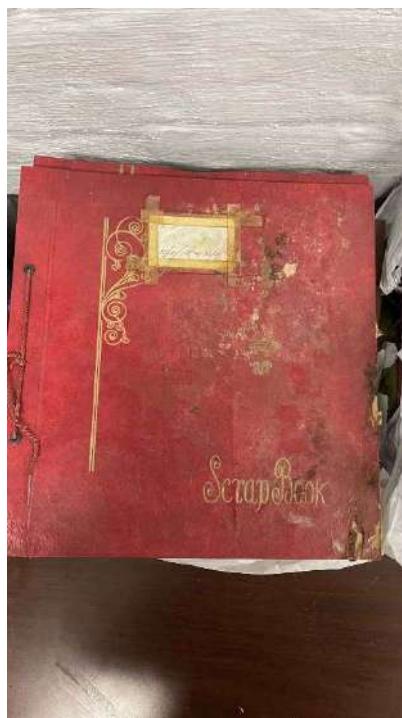
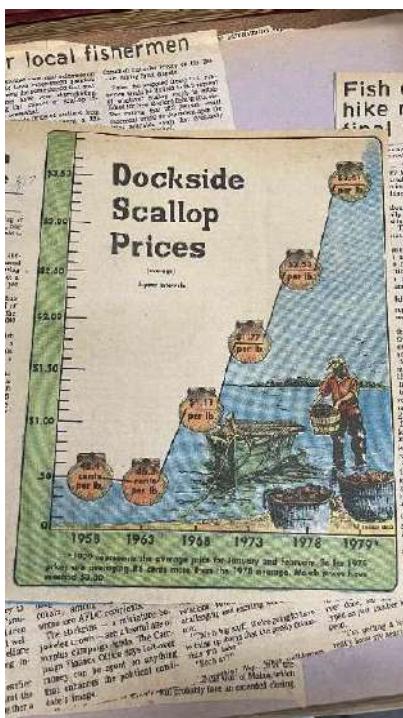
Sincerely,

Janine da Silva  
Chair



Examples from Seafood Producers Scrapbook Collection showing mold. The collection includes 58 scrapbooks ranging in date from 1952-1979, from the Seafood Producers Association. Two of the scrapbooks appear to be from the New Bedford Seafood Council, and document 2 seafood promotions, one in 1977 and the other 1980-1982 (with the New Bedford Fisherman).





Additional images from Scrapbook Collection. Clippings cover a wide range of subjects including labor, immigration, storms, seafood prices, rescues, various fishing industry/port initiatives, seafood marketing, and more.





Examples from the Working Waterfront Festival AV Collection with recordings of oral histories, facilitated discussions, and performances of maritime music and spoken word from 2004-2017. Currently these recordings are stored on CDs and DVDs that are rapidly reaching the end of their shelf life.

