



**CITY OF BOSTON · MASSACHUSETTS
ARCHIVES AND RECORDS ADVISORY COMMISSION
ANNUAL REPORT TO MAYOR AND CITY COUNCIL 2016**

January 19, 2017

Dear Mayor Walsh and City Councilors:

As provided in the Acts of 1986, chapter 68, section 3, the Archives and Records Advisory Commission herewith renders to the Mayor and City Council a report regarding the development and status of the City Clerk's archives and records management program for the City of Boston. While describing the program, this report requests and substantiates the need for, three mission-critical requirements:

1. Additional human resources, including a permanent Archives Assistant position to meet the needs and demands of routine reference, records digitization and administrative support
2. An additional 100,000 cubic feet of storage capacity to meet immediate and future needs of archives storage and access
3. A mayoral executive order requiring department compliance with the City's archives and records management policy.

HISTORICAL BACKGROUND

While Boston is approaching its fifth century, the City only first established a formal archives program in 1989, managed by the City Clerk Archives and Records Management Division as provided by the statute. In that year the City hired an Archivist and small staff, and furnished a closed school in Hyde Park as an "interim repository". At its first meeting the Commission urged the City to create a permanent repository with appropriate space and environment. However, the Hyde Park facility remained the City's "interim repository" for the next seventeen years. In 2007 the Archives Division relocated to the City's "Archival Center" at 201 Rivermoor Street, which initially also served as an interim facility until purpose-designed renovations were completed in 2009. City prioritization for the Library Department's overwhelming off-site storage needs at Rivermoor constricted City Archives storage to an area sufficient to meet limited term, but not the longer-term requirements of the Archives. However, staffing the program with professionally trained archivists since 1995 has engendered growth in the Archives program and its development as a formidable asset serving City government and the public and enhancing the City's image. With minimal resources, the Archives Division has afforded unprecedented professional curatorship for the City's historical archives and offers effective, efficient and economical strategy for guiding the City's archives and records management program into the digital age. By way of its records management initiative; by way of its archival curation; by way of its superior client service; its online and physical exhibits; online catalog and finding aids; external collaboration on a variety of initiatives; ongoing digitization; intensive utilization of social media; and other outward-focused activity, the Archives has gained for Boston, for the first time in the City's history, a reputation for professional, effective care of historical official records. It is hoped that City administration will favorably consider recommendations in this report; facilitate extension of the City Archives program to encompass all the City's records and archives; and thus help to ensure the efficiency, legal compliance, risk aversion and legacy preservation and access that implementation of the program will bring.

CITY ARCHIVES PROGRAM, CHALLENGES AND REQUIREMENTS

The mission of the Archives is to facilitate the City's regulatory obligations to manage records and archives, and through its professional curatorship to maximize the utility of the City's archives as an information asset. To this end it manages the overlapping functions of Records Management (retention scheduling and authorized disposition of the City's records); Collections Management (preservation and documentation of the City's archival, permanent records); and Access Management (reference services and promoting use of the City's archives). The following issues are of immediate concern, and it is recommended that the City take these issues under serious and substantive consideration in order to facilitate the Archives Division in implementing the City's archives and records management policies:

1. Awareness of archives and records management as integral to City business process

Policies promulgated by the Archives and Records Advisory Commission under statute become official policy of the City. The Commission urges the Mayor and City Council to encourage a perception and understanding of archives and records management as an integral component of the management of City government. To this end it requests the Mayor to issue an executive order requiring all departments to comply with the City's records and archives policies.

2. Provide adequate space for archives storage

Depletion of storage space for the City's archives is imminent. It is requested that priority be given to procuring adequate and appropriate space, estimated at an additional 100,000 equivalent cubic feet, for the storage of the City's expanding trove of historical archives.

3. Human Resources

A staff of five, albeit highly trained professionals, cannot outpace the exponential growth of archives currently being created or anticipated in the near future, nor can it maximize client utilization of archives through reference and outreach services. To cope with growing processing backlog and the work of maximizing use of the City's archives via reference service, outreach and digitization, the Archives requires an additional staff member enabling quantitatively greater response to these challenges.

RECOMMENDATIONS:

A. RECORDS MANAGEMENT

The City Archives records management goal is to implement policy for managing the life cycle of official City records, and provide assistance and guidance to all Boston municipal entities in the management and systematic disposition of records. Pro-active records management will improve operational performance and promote openness and accountability by better documenting agency actions and decisions. Records transferred to the City Archives provide the prism through which future generations will understand and learn from the City's actions and decisions. Modernized records management will also help City departments, agencies, boards, offices, commissions and public corporations operate more efficiently, comply with public records laws, meet litigation discovery requirements, avoid legal risks, minimize costs, and preserve the City's historic documentary legacy. When records are well managed, agencies can use them to assess the impact of programs, to reduce redundant efforts, to save money, and to share knowledge within and across their organizations. In these ways, proper records management is the backbone of Open Government.

While the Archives has developed retention policies and services to meet the City's records management needs, there remains the challenge of promoting and establishing systematic records management procedures in City departments. The records management goal faces three broad challenges:

1. Department Compliance
2. Managing Records Stored Off-Site
3. Managing Electronic Records

1. Department Compliance:

The City's records management program is only partially implemented and requires greater awareness and participation among departments. In a survey of 87 administrative units:

- 24 (27%) have appointed records management liaisons
- 17 (19%) have provided partial or comprehensive file plans, i.e. department-specific retention policies for records in any medium
- 9 (10%) have destroyed records at the end of their life-cycle under statutory authorization in Fiscal Year 2016
- 16 (18%) have transferred inactive permanent (archival) records to the City Archives in Fiscal Year 2016

The Archives has committed to raise awareness, among City departments, of records management policy, procedures and agency responsibilities. This will involve:

- Periodic communication with department heads and agency liaisons regarding: archives and records management program and services; agency responsibility in managing their records; the need to appoint liaisons; and the need to develop and maintain department file plans
- City Archives records management and outreach staff working in coordination to encourage departments to transfer analog and digital inactive permanent records to City Archives custody
- Surveying non-current records stored in City departments in collaboration with the Property Management Department, with a view to establishing records management file plans and procedures in those departments;
- Establishing procedure notifying liaisons and/or agency heads regarding file plan implementation, i.e. annual systematic authorized records destruction or archives transfer;
- Developing guidelines for protecting vital records, i.e. records needed immediately following a disaster to respond to the disaster, maintain City operations, and resume normal operations
- Creating a records management web page.
- Measuring agency compliance with the City's records management policy by designing a feasible standard of compliance, and by tracking and reporting on records management statistical information for "Boston About Results" ("the BAR Report"), the City's performance management program

By themselves, however, Archives' attempts to raise records management responsibility awareness among department heads have in most cases proven an insufficient motivator for action among departments. Needed is a specific executive mandate requiring departments to fulfill their statutory responsibility to manage records in accordance with City policy.

2. ***Managing Records Stored Off-Site:***

The City contracts with a records center services vendor for managing off-site storage and retrieval of non-current records. The following challenges face overall management of this service:

On a wide scale, departments neglect management of retention and disposition of records stored off-site. Eighteen departments store 29,500 cubic feet of records. Only approximately 4,400 cubic feet of these records are known to fall within their required retention period. 8,100 cubic feet are known to have surpassed required retention; these are eligible for destruction, but remain in storage at a cost to the City of \$8,750 annually. 17,031 cubic feet of records lack retention requirement metadata and increase unnecessary storage cost to the extent these include records surpassing their life-cycle.

The Archives has committed to deal with these challenges by

- Encouraging departments to follow retention schedules in managing records stored off-site and seek authorization to destroy records that have surpassed required retention;
- Encouraging departments to use records center services where this creates efficiency and to carry out retention and disposition of stored records in accordance with department file plans;
- Establishing procedure requiring departments to apply destruction dates to boxes stored at the records center in accordance with department file plans (if departments destroyed obsolete records prior to transfer to new vendor, they would save \$.50 per box)
- Establishing procedure requiring departments to submit records transfer data (series, inclusive dates, number of boxes) to Archives before sending records offsite

As with records management in general, executive directive will be instrumental in eliciting department cooperation.

3. ***Managing Electronic Records:***

With regard to electronic records, there are by and large no retention management controls in place among the City's data systems. Data is continuously created and saved in ever-expanding volume. Hazards associated with this situation are potentially serious. All this data is subject to FOIA request and litigation discovery including records no longer administratively useful to the City. Electronic records of permanent and historical value stored in these systems will ultimately not survive unless migrated to a purpose-designed digital repository.

To meet this challenge, the Archives has identified purpose-designed analytics technology that will

- Enable the City to defensibly destroy obsolete digital records
- Migrate long-term digital records to the City Archives digital repository
- Curb unnecessary data retention
- Dramatically reduce the City's digital storage requirements and its concomitant cost and legal risk, and
- Advance the City's Open Government policy.

The Archives and DoIT are currently collaborating to plan the acquisition of this technology for a pilot project.

Only technology with this capability will enable the City to compliantly manage its records in the digital environment. It is requested that the administration support the joint effort by the Archives and DoIT to acquire this technology.

B. COLLECTIONS MANAGEMENT

The goal of the City Archives collections management initiative is to preserve and establish physical and intellectual control over the City's archives. To this end the Archives manages the acquisition, preservation and documentation of the City's collections of permanent records. This involves accessioning permanent records generated by City departments; preserving and protecting accessioned archives; cataloging, describing and indexing groups and series to prepare archives for official and public access; and developing methodology and acquiring resources essential for the preservation, management and accessibility of digital archives.

The Collections Management Goal faces challenges that may be described in five categories:

1. Records Protection
2. Inactive Historical Records in Departments
3. Managing Volume
4. Document Preservation
5. Managing Digital Archives

1. Records Protection:

A fundamental Collections Management responsibility is ensuring a physical environment that protects permanent records and effectively sustains their long-term preservation. ***While the facility currently storing the City's archives affords fundamental protections for records preservation in the short or mid-term, further measures are required to sustain environment optimal for preserving the City's archives for the long term:***

- In 2015 the Archives successfully applied to National Endowment for the Humanities for a small grant supporting an initiative to establish sustainable environment optimal for preservation of Boston's municipal archives. Grant funds support basic equipment and consultation from Northeast Document Conservation Center (NEDCC) for developing an environmental monitoring system that will help manage the records environment to industry-wide standards. With grant funds, the Archives acquired data loggers, installed 14 June 2016, and appropriate data collection software. Periodic data harvest, begun by NEDCC in September 2016, will help to determine long-term environmental needs.
- In early 2016, at City Archives request, the Public Facilities Department gathered data to develop a Capital Improvement Project Request (CIPR) for 201 Rivermoor Street. The CIPR resulted in capital budget approval for an "ARCHIVES PRESERVATION NEEDS" project to develop a long-range preservation plan addressing storage requirements for Archives and BPL collections including lighting controls, fire suppression, floor sealing, exterior door elimination and temperature and humidity controls: \$1,575,000 over five years with \$110,000 slated for FY 17. Additional capital funding for a "PERMANENT COLLECTIONS STORAGE STUDY" allocates \$75,000 in FY 17 to develop space requirements for Archives and BPL collections at Rivermoor. The two projects will be integrated in a single overall endeavor. The Public Facilities Department (PFD) has initiated the "Rivermoor Archive study" as of 8 December 2016.

2. Inactive Historical Records in Departments

Certain official records of exceptional importance to Boston's history remain outside City Archives custody. The most noteworthy include 20th century building permit plans; early birth, marriage and death records; and Boston Town records dating from the colonial and town era. In some instances records are stored in conditions that pose risk to their preservation, impede their proper documentation, and compromise public access.

Registry Division Early Vital Records

Historical birth, marriage and death records, dating back to seventeenth century settlements, document the vital history of one of America's original communities and great cities. They are of singular historical importance to the

City, the Commonwealth and the nation. They have for decades been stored in City Hall basement areas susceptible to water damage, inappropriate temperature and humidity, and possibility of rodent and insect infestation. The City Archives inventoried and organized these records in a two-year, on-site project in 1997-1999, recommending transfer to the Archives. In 2016 City administration requirement of their City Hall storage area for other purposes has generated the decision to carry out this transfer. In November 2016 Archives staff surveyed the records at City Hall compiling data on series, volume and location; analyzed space availability for their accommodation at Rivermoor; and submitted to the Property Management Department specific prerequisites for accommodating records at assigned locations, e.g. book trays, removal of non-permanent records, and shelf adjustment. Transfer to the Archives of Boston's early vital records, 1629-1925 is expected in early 2017.

Building Permit Plans

Building permit plans extensively document the city's residential and commercial structures built from 1900 to 1970. 150,000 sets, consuming space of 6,000 cubic feet, they contain critical evidence required by property owners, as well as historical documentation for the City's built environment. Since their rescue from dumpsters in 1974 by Boston Public Library, they have been stored at Copley Square in an area where absence of appropriate environmental controls threatens preservation. Also, access to needed plans is hampered by a cumbersome location mechanism requiring labor-intensive searches and exacting wear and tear on records handled. At a meeting in the City Clerk's Office, 27 July 2016, ISD, BPL and City Clerk achieved consensus that the City should take measures for the effective preservation and efficient access of the City's hard-copy historical building permit plans. Broadly, these measures involve procuring appropriate space to store and manage the plans, along with professionally competent human resources for managing the collection. The "Rivermoor Archive Study" capital project, cited above, will address space needs. Managing these plans requires City Archives labor augmentation, with archivists skilled in managing architectural records, their preservation, indexing, storage, retrieval, and safe handling. Once space and staff requirements are committed, BPL and City Archives can plan and coordinate orderly physical transfer. Following transfer, City Archives will manage the plans and arrange with ISD to scan plans requested by the public, ingesting scanned images into the ISD system.

Colonial Records at BPL

Also, Boston's early colonial records, by statute the responsibility of the City Clerk, have been in the physical custody of Boston Public Library since the early 1970s, when lack of records storage space at the new City Hall forced many departments to look to the Library to store records legacies. Surviving documentation from this period indicates a clear mutual understanding of the provisional nature of this transfer; that the purpose of the arrangement was "temporary safekeeping" of the records; and that statute conferred on the City Clerk responsibility for legal custody of City records. BPL nonetheless at some stage accessioned the records, which it has included among its "collections of distinction". Doubtful statutory compliance of these custodial arrangements invites further exploration of the custodial history of these records including underlying authority and the archival principles under which the records have been preserved and managed. City Clerk and BPL should collaborate in an effort to determine and implement appropriate custody of Boston's official records currently held in BPL.

3. Managing Volume

The Collections Management Program faces significant challenges stemming from the high **volume** of historical and permanent records for which the City is responsible:

*Archives and Records Advisory Commission
Report to Mayor and City Council, 19 January 2017*

Volume as a space challenge

The City Archives is critically close to depletion of space in its assigned storage area for paper-based records. Estimated capacity of 20,000 equivalent cubic feet is 90% full. Known collections of inactive permanent records currently held in departments considerably exceed available space in the City Archives. Also, as records life-cycle management procedures in departments become more regular and systematized, the volume of permanent records requiring archival storage will grow. The Archives is addressing the records storage space challenge by:

- Working with the Public Facilities and Library Departments to implement the Rivermoor Archive Study, which will examine available space and assess the feasibility and cost of expanding the storage facility.
- Consolidating records storage space in order to delay space depletion, by way of efficient rehousing where practicable; reappraisal of select collections in order to identify and relocate or dispose of non-permanent records; and, if necessary, selection of records for off-site storage based on relative historical value.

To accommodate current and projected quantity of permanent analog records, the City's archival repository requires additional capacity of at least 100,000 cubic feet.

Volume as a backlog challenge

Records transferred to the Archives must be processed in order to be made available for use by departments and the public. The Archives currently stores an estimated 18,000 cubic feet of files, photos, plans and other hard copy format records. All records are documented at the collection level, but little more than 20% has been fully processed and brought under finding aid control. Moreover, existing labor levels cannot outpace forecast accessions. Life cycle management among departments will continue to increase accessions backlog, both paper-based and electronic.

Addressing backlog requires labor to process records not under finding aid control. A new staff position filled in early 2016 is primarily dedicated to archives processing, i.e. organizing collections and documenting their content in finding aids, thus facilitating information access. This additional labor has increased the rate at which collections are brought under intellectual (finding aid) control. However, existing labor levels cannot outpace forecast accessions, both paper and electronic. Large projected accessions, such as building permit plans described above, will require project-specific staff. Records holdings overall will continue to grow exponentially as both paper and born-digital permanent records are transferred to the Archives.

As archival accessions continue to grow, so will the need for additional skilled processing staff.

4. Document Preservation

Many hundreds of items in the City Archives are physically deteriorating, including bound volumes and audio/visual collections recorded on media with limited shelf life. Audio cassettes, VHS tapes, film reels and other archaic format dating back several decades have begun to deteriorate. At risk are official City records documenting City Council meetings; historical events from Mayoral administrations including those of Mayors Menino, Flynn, White, Collins and Curley; and valuable audio-visual records of other collections. Funds have been budgeted to initiate bound volume conservation and audio visual records migration.

5. Managing Digital Archives:

Permanent records in electronic media present a further set of specific challenges to collections management. As City government's transition from paper to electronic records accelerates, permanent records, born-digital or digitized, must be preserved, processed, and made accessible. Purpose-designed software tools meeting international standards are required to ensure long-term preservation, effective documentation and efficient access. To ensure preservation of archives in electronic format, the Archives has acquired "Preservica", a purpose-designed repository for born-digital and digital surrogate records. Archives staff have developed digitization protocol and metadata code, so that Preservica is now operational: electronic archives are being ingested for processing and public access, and preservation masters are being uploaded. A pilot project has harvested the City's forty-six external websites and continues to harvest on a weekly or monthly basis depending on how often sites are updated. Over 1,300 textual records currently live in the digital repository, while another 300 or more will be added in the next few months. Currently the digital repository holds 8.5 tb of digitized and born digital City records. Most of this is preservation copies of digitized tax records and digitized photographs. Archives staff are also working with the DoIT Open Data Content Advisory Group to evaluate the City's datasets and migrate material of long-term value to the Preservica digital repository.

C. ACCESS MANAGEMENT

City Archives' collections document Boston's foundation and development. They provide sources for the history of Boston's administration, policy, services, economy, politics, civic engagement, and the City's role in the larger world. The City Archives makes these collections available in support of a vast range of research, legal, scholarly genealogical, environmental, real estate, City business or other purpose. The Archives also aims to maximize potential of collections and promote use by providing research services and by various means of outreach and collaboration. Its clientele comprise both City departments and the public.

City Government Patrons

As its primary purpose, the City Archives is an asset supporting City business. Several departments regularly use records in the City Archives for current operations. These, however, constitute a minority of Boston municipal entities. The archives of every government body present opportunity to enhance quality of administration by virtue of access to relevant history and precedent. How can the City Archives expand outreach across the scope of its municipal government patrons? The Archives Division has identified the following objectives attainable with necessary additional human resources:

- Develop pro-active acquisitions strategy, with records management and outreach staff working in coordination, to promote transfer of permanent records to City Archives custody
- Promote awareness among departments of their history and historical records
- Collaborate with departments on public projects that would both convey the message and services of departments and reflect City Archives holdings, enhancing the City's image in the process
- Collaborate with the DoIT digital team in open digital initiatives to advance the City's Open Government policy.

Public Patrons

As its secondary but equally important purpose, the City Archives services the public by making records accessible that document the public's legal rights and serve its research needs. Reference demand is increasing, up from about 1,500 requests in FY15 to 1,600 in FY16, with further increase evident for FY17. Online news media

increasingly use images from City Archives social media sites. Scores of authors have used records in the City Archives as sources for their published work. The Archives thus plays a critical role in the City's outward-focused business. Communication with the public is an essential element of the Archives' function. Attracting users to the Archives generates positive public relations and enhances the City's image. How can the Archives expand outward focused environment, maximally promoting both use and awareness of content value?

- Through its digital repository the Archives can make an increasing volume of digital archives available as they are accessioned and processed
- The Archives can expand digitization efforts internally and by way of external collaboration, thereby providing direct online access to a greater volume of historical materials; and, in turn, generate greater interest, reference requests and use.
- The Archives can develop or expand existing collaborations and seek out new opportunities for digitization projects, exhibitions, and harvesting into global digital libraries
- The Archives can reach out to a greater number of community organizations and create greater awareness of the City Archives, its resources and services.

Access Management Tasks

In servicing both department and public research, and promoting the City's archives, Access Management involves:

1. Reference services
2. Promoting use of the City's archives by way of various forms of outreach
3. Providing access to digitized and born-digital records

1. Reference Services

Reference service involves responding to reference requests: providing courteous, helpful, efficient, lawful access to City records. It involves reference room monitoring to ensure security. It involves compilation of reference metrics to determine collections use: metrics are reported, broken down by patron category, research type and communication method. Reference volume can be expected to continue to grow as collections, both analog and (increasingly) digital, attract more research clientele, both internal (City government) and external (public at large).

2. Outreach

Outreach promoting use of the City's archives includes the Division's web site; use of social media; tours and presentations to groups with interest in archives; physical and online exhibits; and collaboration with external organizations promoting historical research initiatives in which City Archives staff and holdings play a key resource role:

- On the newly revamped Archives web site holdings may be searched for detailed information contained in finding aids and collection descriptions; the catalog can be browsed by collections, subjects, names or department classifications.
- The Archives social media presence on Facebook, Twitter, Tumblr, and Flickr is ever expanding, draws a large following, and has served as an example to other departments.

- The City Archives regularly conducts tours of its facility, delivers presentations to groups with historical, genealogical or other related interests. This includes introducing university graduate and undergraduate classes to government records and archives, their function and use.
- The Archives has mounted physical exhibits at City Hall and the Archives Center at Rivermoor and maintains several permanent [online exhibits](#). It occasionally loans documents and artifacts for public exhibits mounted by external institutions (e.g. Marathon Bombing Memorial related exhibits at Northeastern, Cambridge Public Library, and the 2014 “Dear Boston” exhibit at Boston Public Library).
- Historical research initiatives of external organizations in which the Archives has collaborated as a resource include:
 - Wikipedia Edit-a-thons on Urban Renewal and Desegregation co-hosted by the Archives
 - “[Stark & Subtle Divisions](#)”, an online exhibit created by UMass Boston graduate students showcasing desegregation era materials from the City Archives and various other archival institutions; weekly classes were held at Rivermoor, facilitating access to documents and providing digitization training by City Archives staff.
 - Northeastern University’s “[Boston Public School Desegregation Project](#)”, initiated to assist the BPS curricular unit on busing/desegregation. The project, funded by the [Boston Library Consortium](#), aims to create a digital library of documentary material from several institutions that can be widely disseminated for both curriculum and scholarly use. The City Archives is partnering in the initiative with Northeastern, UMass, the State Library, Boston College and Suffolk University.
 - Mayor’s Office of Resilience and Racial Equity “Justice History” initiative: Archives staff attend meetings brainstorming potential projects or programs using history and primary resources to showcase activism in Boston’s diverse communities and promote understanding of structural inequality and power relations in Boston.

3. **Digital Records Access:**

In its [Digital Archives Initiative](#), the City Archives is digitizing records, making them available to the public. Through a variety of collaborations the Archives has scanned over two million pages of City records and close to 14,000 City photographs to make them available to the public online. Providing research access to digitized and born-digital archival records, the Archives:

- Has built a [digital repository](#) through *Preservica* ensuring long-term preservation of and access to digitized and born-digital records; the Archives is ingesting born digital and digitized historical City records into *Preservica*, creating descriptive metadata that enables future harvesting by global digital libraries (e.g. Digital Commonwealth and DPLA) and that increases discoverability of the City’s digital records
- Makes digitized collection content available via social media. The City Archives Flickr page displays more than 13,900 photos from twenty-four collections
- Collaborates with project partners to make City Archives content available on collaborators’ web sites:
 - FamilySearch.org digitized Boston’s [tax records 1822-1918](#), now displayed on line, plus male voter records, 1857-1900, and women voter registers, 1884-1920, coming online soon
 - Northeastern has posted [letters to the Mayor following the Marathon bombing](#) on its “Our Marathon” web site
 - Select desegregation era documents have been digitized and posted online via collaborations with Northeastern and UMass in projects described above. In the BLC Boston School Desegregation

Project, the Archives collaborated with its partners to decide on standardized subject headings allowing records to be collected in one large multi-institutional desegregation collection in DPLA and Digital Commonwealth.

Access Management Requirement: Additional Human Resources

Notwithstanding initiatives described above, limited human resources constrain maximal access to archives content. The value of the City Archives as an information asset is thus only partially explored and utilized for its purpose. The Archives requires an additional permanent position to provide both Division-wide administrative support and routine para-professional archival services in the area of Access Management. Additional labor resources for Access Management will better enable the Archives to unearth the vast raw materials of knowledge consigned to City Archives shelves and City data servers. For records digitization the Archives currently relies upon unpaid interns, a labor force inconsistently reliable and requiring training each semester. ***Urgently needed, in the form of an Assistant Archivist Permanent position, is administrative support assisting with scanning, descriptive metadata, reference service and other routine access management duties in order to free management-level professionals for the more advanced tasks required to effect large-scale archives access for research clientele.***

D. **SUMMARY:**

The City Archives program develops life cycle management for the City's records and archives by way of records management; collections management (archives preservation and processing); and access management (reference services, online access and outreach). The Archives faces serious challenges in all three areas:

1. While the Archives has developed retention policies and central services for the City's records management needs, there remains the challenge of promoting and establishing systematic records management procedures in City departments. ***Effective records management depends on department commitment, which in turn will only happen if mandated by executive directive.***
2. While the City Archives is taking steps to ensure long-term preservation of archives and achieve intellectual control over collections, preservation issues require action, and impending space depletion challenges ability to accession archives collections in the near term. The City looks to the Rivermoor Archives Study to address preservation and space issues. ***Most critical is the need for an additional 100,000 cubic feet of storage space to accommodate immediate and projected archival accessions.***
3. While City Archives has made available to the world immeasurable quantities of Boston's documentary legacy, the achievement of access goals is constricted by the diversion of professional time and effort to routine duties that are critical but more appropriate to administrative support staff. If routine reference and digitization responsibilities were devolved upon administrative support staff, existing professional level archivists would be able to explore and generate new and innovative forms of archives interface between the Archives and its audience, both City departments and the public at large. ***The Archives thus requires an additional Archives Assistant to meet these needs.***

In the light of this report, it is hoped that City administration will favorably consider the needs of the City Archives to advance its program and accomplish its mission.

Sincerely,

Archives and Records Advisory Commission: