

SELECT BOARD MEETING

Wednesday, March 27, 2024

Select Board Meeting Room, 1625 Massachusetts Avenue, Lexington, MA 02420 - Hybrid Participation*
6:00 PM

AGENDA

PUBLIC COMMENTS

Public comments are allowed for up to 10 minutes at the beginning of each meeting. Each speaker is limited to 2 minutes for comment. Members of the Board will neither comment nor respond, other than to ask questions of clarification. Speakers are encouraged to notify the Select Board's Office at 781-698-4580 if they wish to speak during public comment to assist the Chair in managing meeting times.

SELECT BOARD MEMBER CONCERNS AND LIAISON REPORTS

1. Select Board Member Announcements and Liaison Reports

TOWN MANAGER REPORT

1. Town Manager Weekly Update

CONSENT AGENDA

1. Approve Select Board Meeting Minutes
 - February 26, 2024 Select Board
 - March 6, 2024 Select Board
2. Approve 5-Year Contract for Historic Document Conservation in Town Clerk's Office - Northeast Document Conservation Center
3. Approve Select Board Committee Appointment
 - Trustees of Public Trusts - James E. Cavallo
4. Approve Discovery Day Street Fair 2024 Request - Lexington Retailers Association
 - Road Closures:
 - Massachusetts Avenue
 - Depot Square
 - Muzzey Street
 - Temporary Sign on Minuteman Commuter Bikeway, 1775 Massachusetts Avenue
 - Free Parking at Central Business District Parking Meters and Depot Lot
5. Approve Town Manager Committee Reappointments
 - Board of Assessors - Edmund Grant
 - Conservation Commission:
 - Philip Hamilton
 - Ruth Ladd
 - Ralph Bitsko
 - Commission on Disability - Susan Cusack

ITEMS FOR INDIVIDUAL CONSIDERATION

1. 2024 Annual Town Meeting 6:15pm
 - Select Board Article Discussion and Positions
2. Discuss Town Manager Search Process 6:25pm
3. Update on Options for Facilitated Community Listening Session and Lexington Human Rights Committee Charge 6:40pm

ADJOURN

1. Anticipated Adjournment 6:50pm

Meeting Packet: <https://lexington.novusagenda.com/agendapublic/>

****Members of the public can attend the meeting from their computer or tablet by clicking on the following link at the time of the meeting:***

<https://zoom.us/j/99739813810?pwd=bEZZNE9HK3MyY1AvcWc5d0NsQ0JlQT09>

iPhone one-tap:

+13092053325,,99739813810#,,, *153496# US

+13126266799,,99739813810#,,, *153496# US (Chicago)

Telephone:

- +1 309 205 3325 US
- +1 312 626 6799 US (Chicago)
- +1 646 931 3860 US
- +1 929 205 6099 US (New York)

Meeting ID: 997 3981 3810

Passcode: 153496

An Act Relative to Extending Certain State of Emergency

Accommodations: <https://www.mass.gov/the-open-meeting-law>

The next regularly scheduled meeting of the Select Board will be held prior to 2024 Annual Town Meeting on Monday, April 1, 2024 at 6:00pm via hybrid participation.

Hearing Assistance Devices Available on Request

All agenda time and the order of items are approximate and subject to change.

LexMedia
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AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Select Board Member Announcements and Liaison Reports

PRESENTER:

Select Board Members

ITEM NUMBER:

LR. 1

SUMMARY:

Under this item, Select Board Members can provide verbal updates, make announcements, as well as comment on any additional points or concerns. There are currently no written updates or announcements for the March 27, 2024 meeting.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Town Manager Weekly Update

PRESENTER:

Jim Malloy, Town Manager

ITEM NUMBER:

TM.1

SUMMARY:

Attached please find the Town Manager's Weekly Update for the week ending on:

- March 22, 2024

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

ATTACHMENTS:

Description	Type
□ Weekly Update 3-22-24	Cover Memo



Town of Lexington

Town Manager's Office

James J. Malloy, Town Manager
Kelly E. Axtell, Deputy Town Manager

Tel: (781) 698-4540
Fax: (781) 861-2921

MEMORANDUM

TO: Select Board
FROM: Jim Malloy, Town Manager
DATE: March 22, 2024
RE: Weekly Update

The following is an update of activities for the week ending March 22, 2024:

Town Manager Updates:

- Lexhab has finalized and signed a purchase and sales agreement to purchase 50 Valleyfield Road, which the Select Board previously discussed in executive session. The Select Board will need to take a vote in a public meeting and I've added this to the first available meeting on 4/1. The Affordable Housing Trust and Lexhab will be discussing publicly before the 4/1 meeting, but we wanted to ensure the Board was aware the purchase and sale agreement has been signed and the final action of the Board has been scheduled.
- Attached please find the agenda tracker for upcoming Select Board meetings.

Human Services:

- Consistent with the Select Board's goal of making Lexington an Age-Friendly Community, attached please find a letter from Michelle Kelleher, Senior Services Director to AARP seeking to increase the visibility of Lexington as an age-friendly community. This is being provided to the Select Board should you have any comments on the letter before it gets sent to AARP.
- On March 20th, Lexington Senior Services hosted a lunch for the Minuteman Nutrition Program. We are Grateful to [Minuteman Senior Services](#) and their unwavering commitment to supporting elder adults and promoting nutrition. Special thanks to Jennifer Stiff, Nutrition Program Director and Kelly Magee Wright, Executive Director of [Minuteman Senior Services](#) as well as special guest, Michelle Ciccolo, State Representative with Michelle Kelleher, Senior Services Director, Thomas Flannery and Sudhir Jain, Board of Directors of Minuteman Senior Services.



Public Works:

- Below are the Rectangular Rapid Flashing Beacon (RRFB) rankings from our design consultant TEC (note the LBAC felt Revere St should rank higher as more students use it). The following are explanations for acronyms/abbreviations:

HSIP – Highway Safety Improvement Program (identifies high crash locations)

ADT – Average Daily Traffic

AC – Alternating Current (meaning the RRFB may require a power connection, not just solar)

FHWA – Federal Highway Administration

1. Meriam Street – This location is within the HSIP Bicycle Crash Cluster. In addition, its position within Lexington Center is key for movements next to the parking lot. This location also provides ease of installation with no significant obstruction and a clear southern sky for solar-powered RRFB as preference to the Town.
2. Hancock Street – The proximity of the crossing to Lexington Center, as well as the ADT on the roadway, the potential for other distractions, and the potential for increased speed leaving the congestion of Route 4 and the Mass Ave corridors presents this location as a high priority. This includes potential distractions for the bikeway users who, for many, of just entered the bikeway from the center parking areas and Hancock Street represents the first major roadway crossed. Location is candidate for solar-powered RRFB with certain alignment of solar panels.
3. Fletcher Avenue – Similar to Meriam, the location is within a separate HSIP Bicycle Crash Cluster and also a key location adjacent to parking. The similarity has ease of installation as a solar-powered unit with the clear southern sky. One challenge is a need for tree trimming north of the cross walk to get visibility to the beacon southbound.
4. Woburn Street – On the edge of the HSIP cluster, the location is across a mainline roadway and directly adjacent to a cross-street. The higher ADT on Woburn lends itself to the installation and there is sufficient room to install with ease. This would be an AC-power location as the tree cover to the south is substantial.
5. Westview Street – Although on the outskirts of Town, the location of the crossing is on a curve with an abrupt change in direction of the Bikeway. The installation will help with visibility as the tree cover in the area is very heavy and therefore somewhat dark even during the day. Location would need to be AC-powered.
6. Revere Street – Cut-through traffic roadway with traffic attempting to get through fast. Location lends itself to higher priority as focus may be on the speed of travel being a straight-away road. Location is an AC-powered location based on tree cover to the south.

7. Bow Street – ADT at this location is expected to be low (comparatively) entering the residential area. Most likely would not meet the FHWA uncontrolled ped crossing guidance for RRFB installation; however, the location is still beneficial based on the curvature of Bow Street just north of the crossing (location is a solar-powered candidate with clear southern sky).
8. Fottler Avenue - ADT at this location is expected to be low (comparatively) entering the residential area. Most likely would not meet the FHWA uncontrolled ped crossing guidance for RRFB installation; however, the location is still beneficial based on the low visibility / darkness with adjacent tree cover. Solar-powered candidate as the south sky only needs some tree trimming, particularly the west side.

Agenda Tracker

ITEM NAME	PROPOSED DATE	MINUTES	Item #	Description
Approve Select Board Meeting Minutes	27-Mar-24	0	0	2/26/2024; 3/6/2024 t
Approve 5-Year Contract - Historic Document Conservation Town Clerk's Office - Northeast Document Conservation Center	27-Mar-24	0	0	The Town issued an RFP and the incumbent contractor Northeast Document Conservation Center was the chosen vendor. This is a five-year term contract and therefore requires the approval of the Select Board before the Town Manager can sign the agreement.
Approve Select Board Committee Appointment	27-Mar-24	0	0	Trustees of Public Trusts
Approve Annual Discovery Day Request - May 25, 2024 10:00am-3:00pm	27-Mar-24	0	0	Eric Michelson submitted a request letter on behalf of the Lexington Retailers Association to the Select Board Office for the annual Discovery Day street fair on 5/25. (Police - OK; Fire - OK; DPW - OK; TMO - OK; Engineering - there will be roadwork in the area, but will coordinate directly with DD planners; Health - Temporary Food Permits required for any food vendors)
Approve Town Manager Committee Reappointments	27-Mar-24	0	0	The Town Manager is seeking to reappoint Edmund Grant to the Board of Assessors, Phil Hamilton, Ruth Ladd and Ralph Bitsko to the Conservation Commission and Susan Cusack to the Commission on Disabilities.
2024 Annual Town Meeting - Select Board Article Discussion and Positions	27-Mar-24	10	1	
Discuss Town Manager Search Process	27-Mar-24	15	2	Continuing discussion and update on the process., present proposed search draft committee charge from Jill
Update on Facilitation Session -	27-Mar-24	10	3	M. Sandeen to report to the Select Board the options for a facilitated community listening session to understand current community experience regarding inclusivity; hear the opportunities and challenges surrounding Human Rights concerns topic as community members perceive them, discussing the potential of possibly scheduling the listeneing session to be held before the end of May.

Present timeline for amending LHRC Charge	27-Mar-24	5	4	J. Hai to present the plan of action and timeline for updating the LHRC charge
Approve and Sign Awards for Patriots' Day 2024	1-Apr-24	0	0	Minuteman Cane Award; Pat Flynn Youth Award/Outstanding Youth of Lexington Award (to be signed prior to awarding at Patriots' Day)
Request to Place Signage on the Minuteman Bikeway - Estabrook PTO	1-Apr-24	0	0	Request to put two signs on the Bikeway for Run of the Mill 5k & Jim Banks Kids Fun Run registration on either side of the Center - 5k Run/Walk is on 5/19 at 10am (LBAC -)
Approve Select Board Committee Reappointment	1-Apr-24	0	0	Paul O'Shaughnessy to be reappointed to HDC as a member , Nominating Authority for this seat is the Lexington Chamber of Commerce
Vote to Approve Purchase of 50 Valleyfield by Lexhab	1-Apr-24	0	0	The Select Board already voted in favor of Lexhab purchasing 50 Valleyfield in executive session, Town Counsel has advised a public vote is also necessary.
2024 Annual Town Meeting - Select Board Article Discussion and Positions	1-Apr-24	10	1	
Follow Up Discussion on Concerns from 9 Hancock Resident	1-Apr-24	20	2	This is a follow up discussion on the concerns raised by the abutter to the Battle Green Streetscape Project
discussion about Lex250 invitations to the 250th celebration	1-Apr-24	10	3	At the 3/20/2024 SB meeting Suzie requested to put this topic on the agenda
PLACEHOLDER - Approve Select Board Meeting Minutes	3-Apr-24	0	0	2/12/2024 minutes that were pulled off of 3/11 Consent Agenda
2024 Annual Town Meeting - Select Board Article Discussion and Positions	3-Apr-24	10	1	
Police Station Project Update	3-Apr-24	15	2	Update on the Police Station project and budget for solar - potential request for ARPA funding for solar canopy.
PLACEHOLDER - Grant of Location Petitions - Pelham Road - Verizon/Eversource Joint Petition - Eversource Petition	3-Apr-24	15	3	Verizon/Eversource request to move JO Pole P9; Eversource request to install 9 feet of conduit from moved pole o provide electric to a new development on Beech Tree Lane
PLACEHOLDER - Eversource Grant of Location Petition - East Street	3-Apr-24	10	4	install 25 feet of conduit to upgrade electrical for Seaborn Place

PLACEHOLDER - Approve Select Board Committee Appointment - Fund for Lexington - Trustees of Public Trusts Member	8-Apr-24	0	0	_____ as a member to the Fund for Lexington Board representing the Trustees of the Public Trusts
2024 Annual Town Meeting - Select Board Article Discussion and Positions	8-Apr-24		1	
Request from Susan Barrett to seek approval to add a parking restriction on Depot Square for the Rev Shuttle.	8-Apr-24	15	2	The Rev Shuttle currently stops in front of the Depot and the Historical Society has requested that this change. Susan has worked with the Rev on an alternate location and is seeking the Select Board's approval to allow a restriction in front of Brookline Bank Monday - Friday 7 AM to 9 AM.
Executive Session - Town Condominium Unit - Muzzey (former Senior Center)	8-Apr-24	15	3	With code violation corrections, the Town has been negotiating with the Muzzey Condo Board regarding the deed restriction on the Town's Condo Unit.
2024 Annual Town Meeting - Select Board Article Discussion and Positions	10-Apr-24		1	
PLACEHOLDER - Review TAC Response to AHTC Report	10-Apr-24	20	2	Follow up from 10/2/2023 meeting Recommendations from ad hoc committee for how to address changes to transportation services
Trees at Emery Park Discussion	10-Apr-24	10	3	The Town removed two trees from Emery Park. The discussion on the Center Charrette discussed highlighted Emery Park as a community gathering spot, staff has discussed whether it would be advisable to not replant the trees at this time.
Approve and Sign Proclamations - National Public Works Week; National Police Week/Peace Officers Memorial Day; AAPI Heritage Month; Mental Health Month	24-Apr-24	0	0	Annual proclamations: National Public Works Week 5/19-5/25; National Police Week/Peace Officers Memorial Day 5/12-5/18 & 5/15; AAPI Heritage Month (May); Mental Health Month (May)
Annual Limousine License Renewals	24-Apr-24	0	0	Expiration 5/1
2024 Annual Town Meeting - Select Board Article Discussion and Positions	24-Apr-24		1	

PLACEHOLDER - Dissolve Ad Hoc Transportation Committee	29-Apr-24	0	0	Recommendations made at 10/2 meeting (outstanding minutes need to be turned into the TCO)
2024 Annual Town Meeting - Select Board Article Discussion and Positions	29-Apr-24		1	
Charrette report discussion	29-Apr-24	30	2	Follow up from 3/6/2024

March 8, 2024

State Director Michael Festa
AARP Massachusetts
1 Beacon Street Suite 2301
Boston, MA 02108

Dear Mr. Festa,

On behalf of the Town of Lexington and the Lexington Select Board, with support from the Lexington Council on Aging, we are delighted to submit this letter and application requesting membership in the AARP WHO Global Network of Age-Friendly Communities.

Lexington is a great place to live, work, play, raise a family, and age in place. We are committed to continuing to work toward making Lexington a model age-friendly community. We are also acutely aware that, as an aging community, special consideration must be given to the needs and desires of the older population.

Like many communities across Massachusetts, Lexington works hard to advance policies and programs that support our older residents, particularly as the number of residents over 65 continues to rise. For example, we implemented a parking program for anyone over the age of 65 is eligible for a free parking sticker to park at metered spots and municipal parking lots. This program is in its 3rd year and has proven to be a success, with over 2500 passes issued to date.

As we continue to focus on and address our community's many challenges, we work on behalf of our older residents to ensure equal and affordable access to housing, social services, healthcare, and more. Lexington is committed to building upon our existing policies, improving our infrastructure, creating strategic collaborations, and empowering our community members. I believe that becoming an Age-Friendly Community will significantly increase the visibility of these efforts.

We look forward to becoming part of this great initiative, and we hope you will look favorably on our application. Thank you for your consideration, and please do not hesitate to contact me with any questions.

Sincerely,

Michelle Kelleher, on behalf of Select board and COA Board Members of Lexington

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve Select Board Meeting Minutes

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.1

SUMMARY:

Category: Decision-Making

The Select Board is being asked to approve the following set of minutes:

- February 26, 2024 Select Board
- March 6, 2024 Select Board

SUGGESTED MOTION:

To approve and release the February 26, 2024 Select Board and March 6, 2024 Select Board meeting minutes.

Move to approve the consent.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

ATTACHMENTS:

Description	Type
📎 DRAFT 02262024 Select Board minutes	Backup Material
📎 DRAFT 03062024 Select Board minutes	Backup Material

SELECT BOARD MEETING
February 26, 2024

A meeting of the Lexington Select Board was called to order at 6:30 p.m. on Monday, February 26, 2024, via a hybrid meeting platform. Mr. Pato, Chair; Ms. Barry, Mr. Lucente, Ms. Hai and Mr. Sandeen, were present, as well as Mr. Malloy, Town Manager; Ms. Axtell, Deputy Town Manager and Ms. Katzenback, Executive Clerk.

EXECUTIVE SESSION

1. Exemption 3 Discuss Strategy with Respect to Litigation Request from the Historical Commission

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 by roll call at 6:02pm to enter Executive Session under Exemption 3 to discuss strategy with respect to litigation request from the Historical Commission and to reconvene in open session. Further, it was declared that an open meeting discussion may have a detrimental effect on the litigating position of the Town.

The Board returned to open session at 6:34pm.

Mr. Pato stated that during Executive Session the Board discussed a request from the Historical Commission regarding funding for legal counsel services. The Board has chosen not to grant funding to the Historical Commission's for legal counsel services regarding Commission's opposition to the Zoning Board of Appeals decision regarding the Hosmer House.

PUBLIC COMMENTS

Joelle Gunther, 35 Woodcliffe Road, stated that she is troubled by reports that member(s) of the Human Rights Committee have expressed views that appear to be in direct conflict with the goals and philosophy of this Committee. She expressed strong support for those calling for an open discussion around the issue of how personal views, which all are entitled to hold, can affect participation on the Human Rights Committee.

Laura Derby, 1010 Waltham Street, expressed discomfort regarding a member of the Human Rights Committee posting derogatory and inflammatory items on social media. This has hurt and scared many people. A Code of Conduct should be discussed by the Board.

Danit Netzer, 17 John Poulter Road, also expressed concern regarding the Human Rights Committee member who has a responsibility in her position to treat all residents respectfully and has not fulfilled that responsibility. She urged that this members' position be reconsidered by the Board.

Ran Yaniv, 87 Wilson Road Bedford, MA, urged the Board to take a stance against hate and destructive language that is coming from the member of the Human Rights Committee.

Marcy Lidman, 63 Grant Street, stated that she has lived in Lexington for 42 years, and has never felt any fear or concern about being a Jewish person living in Lexington. This whole incident has caused her to question that. She is not sure that she is in a Town that welcomes her at this point. She urged the Committee to reconsider its membership at this time.

Kate Weinstein, 5 Bowser Road, expressed support for the previous statements made regarding the Human Rights Committee. She requested that the Board hold a discussion on the role of the Human Rights Committee in the Town and the qualifications for service on that Committee. Specifically, she requested that an individual who publicly expresses hate toward a minority group, either verbally or on social media, be disqualified from serving on such Committee. There has been an increase of antisemitic graffiti in the middle and high schools since October 7, 2023. Lexington should make it clear that it stands against hate. If there is a member of the Human Rights Committee that is continuing, even after being notified that her statements are hurtful towards members of our community, she should be asked to step down from such a position.

Dawn McKenna, 9 Hancock Street, noted that it has become a tradition over the last several years on election night to hold an event at the Depot in which all community members are invited to reconnect with neighbors, see the results, and congratulate everybody. This will occur on March 5, 2024 from 7:30pm-9:30pm.

Trisha Kennealy, 4 Brent Road, stated that the Jewish community in Lexington has demonstrated time and time again, that it stands up for neighbors of all faiths, and it is now asking for the same treatment, and respect. The Human Rights Committee is supposed to be charged with being a sounding block, and a balanced ear for people who feel that their human rights have been violated or that they have been discriminated against. For the first time in her adult life, she is afraid of being Jewish. This is disconcerting in a Town that has a long-standing tradition of at least three different places where Jewish members of the community worship. She requested the Board, in its role as the appointee of this Committee, to review the statements made by this individual, and recognize that there needs to be a recourse.

Jane Chenfulop, 38 Adams St, stated that she believes the member of the Human Rights Committee in question is a wonderful person in many regards. She has valued her friendship and her presence in this community. She does not want this discussion to be about attacking the individual herself, but this person has posted some very radical anti-semitic postings. These radical views do not have a place on the Human Rights Committee. This member is not appropriate on this Committee, and she takes issue with this not being addressed.

Mr. Pato read the following statement from the Board: "First, that the Board is committed to making Lexington a welcoming, inclusive, and safe community for everyone, treating all people fairly and fully embracing the unique contributions of all Lexington residents. We reject all forms of intolerance and bigotry including accidentally Semitism, racism, Islamophobia, homophobia, or other forms of hostility, intimidation, or harassment. Last month, the Board received a number of messages about social media posts by a member of the Human Rights Committee. Simultaneously, a formal complaint was lodged with the Committee, and they formed an incident response team. That team is in the process of concluding their work. The Board has scheduled a review of that, and of these issues that have been raised by the community, for our next meeting on March 6th. At that meeting, the Board will have a deliberation on general issues that have been raised on this topic." He thanked all the members of the community for attending and sharing their concerns.

SELECT BOARD MEMBER CONCERNS AND LIAISON REPORTS

1. Select Board Member Concerns and Liaison Reports

Ms. Hai noted that the Transportation Advisory Committee has asked that the Board place a discussion of the Ad Hoc Transportation Report on an agenda for additional discussion.

Ms. Barry noted that she and Mr. Pato recently attended the FEMA training in preparation for the 250th Anniversary next year. She thanked those involved with the event.

Mr. Sandeen stated that, in his role as Chair of the Hanscom Area Towns Association, he attended a meeting of the Hanscom Field Advisory Commission regarding the airfield expansion. It was announced that the draft environmental impact report has been released. The report has a timeline of 30 days for comments, unless the Select Board or the Town Manager makes a request for an extension. He suggested an extension to give the Board time to review the report. Mr. Pato agreed to do so.

Mr. Pato stated that, at this time, the community as a whole should have received a postcard in the mail introducing the Lexington High School Project. There will be a forum on Wednesday, March 6th.

DOCUMENTS: 2-26-2024 Select Board Announcements and Liaisons Report

TOWN MANAGER REPORT

1. Town Manager Weekly Update

Mr. Malloy noted that the Town recently went through a bond rating and has retained its Aaa status.

DOCUMENTS: Weekly Update February 9, 2024; Weekly Update February 16, 2024; Weekly Update February 23, 2024

CONSENT AGENDA

1. Approve and Sign Water and Sewer Adjustments

To approve and sign the attached Water and Sewer Adjustments as recommended by the Water and Sewer Abatement Board on January 4, 2024 in the amount of \$17,852.10.

DOCUMENTS: Water/Sewer Adjustments as Recommended by WSAB on January 4, 2024

2. Accept Select Board Committee Resignations

- Trustees of Public Trusts:
 - Alan Fields
 - Susan McClements

To accept the resignations of Alan Fields and Susan McClements from the Trustees of Public Trusts effective immediately.

DOCUMENTS: Resignation Letters - S. McClements & A. Fields

3. Approve Select Board Committee Appointments

- Trustees of Public Trusts:
 - Alexander Payne
 - Lester Savage III

To appoint Alexander Payne to the Trustees of Public Trusts to fill an unexpired six-year term ending on September 30, 2029.

To appoint Lester Savage III to the Trustees of Public Trusts to fill an unexpired six-year term ending on September 30, 2028.

DOCUMENTS: 2024 Trustees of Public Trusts Application - A. Payne, 2024 Trustees of Public Trusts Application - L. Savage III

4. Approve Town Manager Committee Appointment - Board of Health - Shoolah Escott

To confirm the Town Manager's appointment of Shoolah Escott to the Board of Health for a term to expire April 2027.

DOCUMENTS: Application, resume

5. Approve Town Manager Committee Reappointment - Commission on Disability - Shaun Grady

To approve the Town Manager's reappointment of Shaun Grady to the Commission on Disability with a term set to expire October 2026.

DOCUMENTS: Reappointment Application

6. Approve Select Board Meeting Minutes

To approve and release the following minutes:

- January 22, 2024 Select Board
- January 25, 2024 FY2025 Financial Summit III
- February 5, 2024

DOCUMENTS: DRAFT 01.22.2024 Select Board Minute, DRAFT 01.25.2024 Financial Summit III, DRAFT 02.05.2024 Select Board minutes

7. Application: One-Day Liquor License – Armenian International Women's Association, Lexington Depot Building, 13 Depot Square - All That Jazz: A Night for Celebrating and Giving - A Celebration of International Women's Day

To approve a One-Day Liquor License for the Armenian International Women's Association to serve wine at the Lexington Depot Building, 13 Depot Square, for the purpose of a celebration for International Women's Day titled All That Jazz: A Night for Celebrating and Giving on Friday, March 8, 2024 from 7:00pm to 9:00pm.

DOCUMENTS: Armenian International Women's Association Event Location Map

8. Application: One-Day Liquor License – Galaray House, 1720 Massachusetts Avenue - First Fridays Event

To approve a One-Day Liquor License for the Galaray House, 1720 Massachusetts Avenue, to serve wine and beer from 6:00pm to 8:30pm on Friday, March 1, 2024 at their First Fridays Event showcasing art from local residents.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve the Consent Agenda.

ITEMS FOR INDIVIDUAL CONSIDERATION

1. All Alcohol Package Store Liquor License - Ved Wine & Spirits Inc. d/b/a Liberty Wine & Spirits, 335 Woburn Street

Mr. Pato opened the public hearing at 7:02pm.

Mr. Pato explained that this application is for VED Wine & Spirits INC d/b/a Liberty Wine & Spirits for an All-Alcohol Package Store to be located at 335 Woburn Street. All of the necessary documents have been provided by the applicant for this Liquor License application. The application was submitted to the relevant Town staff for review, including Building, Zoning and Health Departments, and they have no objections to the Liquor License application in relationship to their departments. It was noted that the applicant must obtain any required permits or licenses from those respective departments that may be needed prior to opening the package store. A ZBA special permit was filed with the Town Clerk on February 15, 2024. Hours for a Package Store Liquor License would be the following hours within the Select Board Alcohol Regulation for Package Stores, unless amended by the Select Board: Monday thru Saturday: 8:00 a.m. to 11:00 p.m. and Sunday: 12:00 p.m. to 9:00 p.m.

Maria Loconte, 4 Rolfe Road, stated that this property has been in disrepair for a number of years, and she hopes that this owner will improve the interior and exterior. She expressed concern regarding parking and noise on the site until late hours. This is next door to a couple of residential properties. The applicant team explained that some elevations of the renovation have been created. The Zoning Board has stated that the proposed use is compatible with and complements the surrounding commercial uses in the District, and that the character of the neighborhood will be positively improved by this proposal.

Ms. Hai clarified that the proposed hours for the store.

Mr. Pato closed the hearing at 7:16pm.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve the application from VED Wine & Spirits INC d/b/a Liberty Wine & Spirits for an All-Alcohol Package Store to be located at 335 Woburn Street for the hours of 8:00am to 10:00pm Monday thru Saturday and hours of 12:00pm to 9:00pm on Sunday and after the application has been approved by the ABCC, to issue the all alcoholic Package Store Liquor License to VED Wine & Spirits LLC d/b/a Liberty Wine & Spirits.

DOCUMENTS: Ved Wine & Spirits Inc Package Store Application, ZBA Special Permit, Select Board Regulations for Package Store Liquor Licenses

2. Update on Town-Owned Building at 173 Bedford Street - Discuss Options to Lease ; Results of Request for Proposal (RFP) Process

Mr. Malloy explained that the Town received two bids to this RFP, both from Greatland Realty Partners, one for 10 Maguire Road and the other for 24 Hartwell Avenue. The RFP was advertised in the Central Register for the State and sent to all of the leasing agents listed in Co-Star as representing vacant space in Lexington. The following is a summary comparing the estimated renovation costs versus the lease costs for a 5-year lease and a 10-year lease (with both the \$4.2M estimate of retaining the current HVAC system and a \$6.0M estimate converting the HVAC system to electric):

Years		5-Year Debt	24 Hartwell	10 Maguire	Renovate vs. 24 Hartwell	Renovate vs. 10 Maguire
5	173 Bedford @ \$4.2M	\$ 4,816,000	\$ 5,049,832	\$ 4,700,000	\$(233,832)	\$116,000
10	173 Bedford @ \$4.2M	\$ 4,816,000	\$ 8,251,654	\$ 9,500,000	\$(3,435,654)	\$(4,684,000)
5	173 Bedford @ \$6.0M	\$ 6,880,000	\$ 5,049,832	\$ 4,700,000	\$1,830,168	\$2,180,000
10	173 Bedford @ \$6.0M	\$ 6,880,000	\$ 8,251,654	\$ 9,500,000	\$(1,371,654)	\$(2,620,000)

The need for space is estimated to be necessary for the School Central Administration Office from FY26-FY29; Library from FY30-FY31 and the Town Office Building from FY32-FY33. Once the Board makes the determination on how it wishes to move forward, Staff can modify the Town Meeting warrant accordingly. Options for the Board to consider are:

1. Renovate 173 Bedford Street with the existing HVAC system (no further action required for Town Meeting).
2. Renovate 173 Bedford Street with electric HVAC system (for Town Meeting, the motion would need to be modified to increase by \$1.8M, from \$4.2M to \$6.0M).
3. Move forward with either lease term, which would not require a Town Meeting vote at this time as the plan to demolish the current Central Administration Office would take place in FY26. This item could be IP'd, and the lease appropriation would need to be funded at either the 2024 Fall Town Meeting or 2025 Annual Town Meeting.

It should also be noted that there are additional costs associated with the leases (i.e. management fees, operating expenses, etc.) that are not included in the cost estimate as the exact figures are not yet known.

Mr. Sandeen asked how long the Central Office is proposed to be at 173 Bedford Street. Mike Cronin stated that there are two separate timelines for this, with either a 5- or 7-year window. Mr. Sandeen asked about the potential impact to the library project schedule if Central Office remained in 173 Bedford Street for the longer timeline. Mr. Cronin stated that he expects that the library project would be delayed, but that this would be beyond the expected life of the existing library HVAC systems.

Mr. Sandeen asked why the bids came in so much higher than the expected market lease prices previously presented to the Select Board. Mr. Malloy answered that the RFP asked for bids that included costs to renovate the leased space to the Town's specifications.

Mr. Lucente stated that, after seeing the numbers, he might be comfortable with abandoning the lease idea for the space.

DOCUMENTS: Financial Comparison Lease vs. Renovation, 24 Hartwell Non-Price Proposal, 24 Hartwell Price Proposal, 10 Maguire Non-Price Proposal, 10 Maguire Price Proposal, Form of Lease

3. Review and Approve Cedar Street at Hill Street/Paul Revere Road Intersection Alternatives

Mr. Pato explained that the Transportation Safety Group and Engineering Department is recommending intersection improvements at Hill Street, Paul Revere Road, and Cedar Street as described. Ross Morrow, Assistant Town Engineer, reviewed the proposed options for the intersection improvements, including creating a "T" geometry for Hill Street, creating a roundabout at Hill Street/Cedar Street, or maintaining the existing triangle configuration. He expressed support for the roundabout design.

Mr. Sandeen explained that he is a liaison to both the Bicycle Advisory Committee and the Commission on Disability. Neither group had a strong preference, but the Bicycle Advisory Committee had a preference for the roundabout option and the Commission on Disability had a preference for the "T" intersection. Both groups were more interested in the Town taking action on other intersections, specifically the Adams and Hancock intersection. Mr. Sandeen asked what the crash data for the Cedar Street intersection indicates in terms of priority. Mr. Morrow explained that crash data was presented approximately two years ago, showing only three crashes over ten years for the two intersections. This is a lower priority in the intersection list, but Staff would like to complete this work now, if work is to be done.

Mr. Sandeen stated that he normally supports roundabouts, but he is concerned with designing one in this area where tractor trailers would drag over the middle of the roundabout. Mr. Sandeen stated his concerns about the T intersection proposal, that includes a stop sign in between two intersections, in a location where it would encourage people to ignore the stop sign. Mr. Sandeen commented on the site line issues with the current configuration, but noted that most of those site line issues are due to a bush in the island area. He suggested that many of the site line issues might be addressed by trimming or removing the bush at very low cost to the Town. He expressed a desire to save the money that might be spent on reconfiguring this intersection and use those funds for higher priority intersections.

In response to a question from Ms. Barry, Mr. Morrow explained that there would be two land takings necessary for the “T” option, but there would not be any takings directly needed for the intersection-specific concepts. Ms. Barry stated that she believes there is too much going on in this area for her to support a roundabout. She is also not sure if the “T” option would work either.

Ms. Hai expressed support for keeping the area the way it currently is. There is not a clear improvement for the amount of money it would cost.

Mr. Lucente stated that he would not support the roundabout idea but could support either keeping the area as is or the “T” option.

Walter & Sharon Gillett, 103 Cedar Street, stated that he believes the Town should prioritize safety for pedestrians over car throughput. He suggested adding stop signs to the area to slow drivers down. His preference would be to keep the existing intersection but move the current crosswalk in the center of everything. His second preference would be a “T” for Hill Street. The rotary option, for him, is a non-starter.

Suzanne Abair, 91 Hill Street, expressed support for leaving the intersection as it currently is. She expressed concern that she was not notified about this proposed project until it was mentioned by a neighbor.

Dawn McKenna, 9 Hancock Street, stated that the new sidewalk placed in this area is good, but that there does not need to be other changes made. The Town already made a mistake placing a roundabout in a different area of Town, outside of her house.

Jeffrey Boulter, 67 Cedar Street, explained that the intersection currently causes a lot of confusion for vehicles. He does not believe a roundabout is appropriate in this area.

Jessie Schnall, 143 Cedar Street, thanked the Engineering Department for reviewing this intersection. Her strong preference is to leave the intersection as it is and for the Town to focus on other locations. She suggested keeping an existing tree intact, improving the signage, and repainting the crosswalk to make the areas as safe as possible.

Justine Neely, 19 Bellflower Street, suggested reviewing the intersection while considering the sidewalk. She would like to see where sidewalks could be located in order to improve the area.

Mr. Pato agreed that the geometry and configuration of this area should be left as it is and the sidewalk should be installed, as previously discussed.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve a design for intersection improvements to:

- Maintain the existing “triangle” configuration

DOCUMENTS: Memo, Presentation

The Board took a five-minute recess.

4. 2024 Annual Town Meeting
 - Presentation - ATM 2024 Article 47: Amend Zoning Bylaw - Signs

Michael Schanbacher, Planning Board Vice-Chair, explained that the public hearing is still open on Article 47. The public hearings for the other Articles have been closed but the Board still needs to vote on all of them.

Abby McCabe, Planning Director, updated the Board on Article 47. The primary purpose of these amendments is to help streamline the sign permit process, create clear regulations to help support local businesses, to protect the visual environment for residents and visitors, and to comply with current case law.

Mr. Sandeen expressed concern regarding how tall signs may be permitted to be with the amendments.

There was discussion regarding lighting of signs and digital displays.

- Presentation - ATM 2024 Article 48: Amend Zoning Bylaw - Short Term Rentals

Ms. McCabe reviewed Article 48. This amendment proposes to restrict the number of rooms that can be rented. It also includes an added provision that prevents combining short term rentals with rooming units, along with a provision that no more than four vehicles can be parked outdoors. Also, it sets a maximum number of guests that can be in a short-term rental. The last major change in this Article is to add a prohibition to not allow the short-term rental for multifamily developments.

Mr. Sandeen asked what problem is being solved by not allowing a multifamily unit to have a short-term rental. Ms. McCabe stated that the intention is to make sure the multifamily units stay in the housing stock, instead of becoming investment properties.

- Presentation - ATM 2024 Article 49: Amend Zoning Bylaw - Permitted Uses and Development Standards

Ms. McCabe reviewed Article 49. This amendment proposes to update definitions and include a new definition for a craft beverage establishment. This Article proposes to expand the allowance of restaurants and takeout services in smaller business districts, scattered throughout Town.

Mr. Sandeen expressed concern that definitions might include criteria that might change over time or be difficult to measure or subject to interpretation. He would like to see definitions that provide certainty for businesses trying to comply with the bylaw.

- Presentation - ATM 2024 Article 50: Amend Zoning Bylaw - Inclusionary Housing for Village and Multi-Family Overlay Districts

Ms. McCabe reviewed Article 50. In the State's compliance guidelines for MBTA Communities, there is a requirement that allows municipalities to require a maximum of 10% of the units of any multifamily development that comes before them to be inclusionary. Inclusionary units are typically considered

annual town As of Town Meeting 2023, the zoning stated that projects with eight or more dwelling units had to have 15% of the total units be inclusionary units. The State did not approve the eight-unit number and a consultant recommended the proposed 15% at 14 units. This amendment gives the requirement of projects with 10-13 units being required to provide one inclusionary unit, and 14+ units to provide 15%.

Mr. Sandeen expressed concern that the amount of inclusionary housing being proposed is still closer to 10% than 15% for many of the proposed unit sizes and asked if we can get closer to 15%. Mr. Schanbacher and Ms. McCabe stated that the state constrains what is allowed and does not allow inclusionary units to be required for housing with less than 10 units.

- Presentation - ATM 2024 Article 51: Amend Zoning Bylaw - Maximum Height for Village Overlay District

Ms. McCabe reviewed Article 51. This Article does not amend the height in any way but is intended to clarify the original intent the maximum heights in the zoning that were allowed for a mixed-use development.

Mr. Sandeen asked if non-residential had a different meaning than commercial in this context. Ms. McCabe answered that there were other uses, like Dover amendment uses, that were not considered to be commercial or residential uses. Mr. Sandeen requested that examples of those uses be provided for clarity.

- Presentation - ATM 2024 Article 52: Amend Zoning Bylaw and Map - Technical Corrections

Ms. McCabe presented Article 52. She explained that this Article references updating the new State Department of Housing in Livable Communities, replacing the old department name everywhere in the Zoning Bylaw.

- Review Proposed Consent Agenda Items

Ms. Axtell explained that the CEC and AC have approved the Consent Agenda as in the packet. If Article 18, 20, and 22 are IP'd, those groups are agreeable to have the items on the Consent Agenda.

- Select Board Article Discussion and Positions

The Board reviewed its positions.

#	Article Name	JP	SB	DL	JH	MS
3	Cary Lecture Series	Y	Y	Y	Y	Y
4	Appropriate FY2025 Operating Budget	Y	Y	Y	Y	Y
5	Appropriate FY2025 Enterprise Funds Budgets	Y	Y	Y	Y	Y
6	Appropriate for Senior Services Program	Y	Y	Y	Y	Y
7	Sustainable Capital Projects	Y	Y	Y	Y	Y
8	Accept Tucker Ave. (Westernmost portion)	Y	Y	Y	Y	Y
9	Establish and Continue Departmental Revolving Funds.	Y	Y	Y	Y	Y
10	Appropriate the FY2025 Community Preservation Committee Operating Budget and CPA projects.	Y	Y	Y	Y	Y
	a. Cary Memorial Library Renovation - \$4M	Y	Y	Y	Y	Y
	b. Archives and Record Management - \$20,000	Y	Y	Y	Y	Y
	c. Park Improvements - Athletic fields - Bowman School - \$545,000	Y	Y	Y	Y	Y
	d. Lincoln Park fitness stations equipment-\$160,000	Y	Y	Y	Y	Y
	e. Park Improvements - Hardcourt Services - Valley Rd. - \$492,000	Y	Y	Y	Y	Y

	f. Lincoln Park Field Improvements -\$1,145,000	Y	Y	Y	Y	N
	g. LexHAB Support, Restoration, Preservation, and Decarbonization	Y	Y	Y	Y	Y
	h. Lexington Housing Authority Exterior Preservation - \$100,000	Y	Y	Y	Y	Y
	i. Affordable Housing Trust Funding - \$3,200,000	Y	Y	Y	Y	Y
	j. Projected debt service - \$681,200	Y	Y	Y	Y	Y
	k. Administrative budget - \$150,000	Y	Y	Y	Y	Y
11	Appropriate for recreation capital projects	Y	Y	Y	Y	Y
12	Appropriate for municipal capital projects and equipment					
	a. Transportation mitigation	Y	Y	Y	Y	Y
	b. Heavy vehicle extrication equipment	Y	Y	Y	Y	Y
	c. Ambulance replacement	Y	Y	Y	Y	Y
	d. Equipment replacement	Y	Y	Y	Y	Y
	e. Sidewalk improvements	Y	Y	Y	Y	Y
	f. Hydrant replacement	Y	Y	Y	Y	Y
	g. Town wide signalization improvements	Y	Y	Y	Y	Y
	h. Stormwater Management program	Y	Y	Y	Y	Y
	i. Cemetery Columbarium - design	Y	Y	Y	Y	Y
	j. Public Parking lot improvement program	Y	W	W	W	W
	k. Network core equipment replacement	Y	Y	Y	Y	Y
	l. Municipal Technology Improvement Program	Y	Y	Y	Y	Y
	m. Network redundancy and improvement plan	Y	Y	Y	Y	Y
	n. Network technology improvements	Y	Y	Y	Y	Y
	o. Scanning - Electronic Document Management	Y	Y	Y	Y	Y
	p. Election equipment upgrade	Y	Y	Y	Y	Y
	q. Street Improvements	Y	Y	Y	Y	Y
13	Appropriate for water system improvements	Y	Y	Y	Y	Y
14	Appropriate for wastewater system improvements	Y	Y	Y	Y	Y
15	Appropriate for school capital projects and equipment	Y	Y	Y	Y	Y
16	Appropriate for public facilities, capital projects					
	a. Public facilities bid documents	Y	Y	Y	Y	Y
	b. Public facilities interior finishes	Y	Y	Y	Y	Y
	c. School paving and sidewalks	Y	Y	Y	Y	Y
	d. Public facilities mechanical/electrical/plumbing replacement	Y	Y	Y	Y	Y
17	Appropriate to post Employment Insurance Liability Fund	Y	R	Y	Y	Y
18	Resend prior borrowing authorizations	Y	Y	Y	Y	W
19	Establish, amend, dissolve, and appropriate to and from specified	W	W	W	W	W
20	Appropriate for prior years unpaid bills	W	W	W	W	W
21	Amend FY2024, operating, enterprise, and CPA budgets	W	W	W	W	W
22	Appropriate for authorized capital improvements	W	W	W	W	W
23	Appropriate opioid settlement	Y	Y	Y	Y	Y
24	Appropriate funding for SemiQuincentennial Commission	Y	Y	Y	Y	Y
25	Pine Meadows Clubhouse renovation	W	Y	W	W	W
26	Appropriate for design funds for Lexington High School construction project	Y	Y	Y	Y	Y
27	Appropriate for renovation of 173 Bedford St.	Y	Y	Y	Y	Y
28	Select Board to accept easements	Y	Y	Y	Y	Y
29	Amend the general bylaw - noise control					
	a. Construction noise	Y	W	W	W	W
	b. Commercial gas leaf blower prohibition delay	W	Y	Y	W	N
30	Prohibit single use food containers. (Citizens petition) - IP	IP	IP	IP	IP	IP

31	Prohibit single serve plastic water bottles (Citizens petition)	W	W	W	W	W
32	Old Spring Street name change	Y	Y	Y	Y	Y
33	Authorize Affordable Housing Trust to seek affordable housing	Y	Y	Y	Y	Y
34	Amend General Bylaws - Tree Bylaw -Tree Protection Plan.	Y	Y	Y	Y	Y
35	Amend General Bylaws - Tree Bylaw - require mitigation plantings.	Y	Y	W	Y	Y
36	Amend General Bylaws -Tree Bylaw - Exemptions.	Y	Y	Y	Y	Y
37	Importance of trees Resolution (Citizen Petition)	Y	Y	W	W	Y
38	Amend regulation of fossil fuel infrastructure bylaw - meet department	Y	Y	Y	Y	Y
39	Home rule petition to adjust the number of on-premise wine and malt	Y	Y	Y	Y	Y
40	Integrated Pest Management Resolution (Citizen Petition)	Y	Y	Y	Y	Y
41	Massachusetts Bay Transportation Authority	W	W	W	Y	W
42	Digital publication of Legal Notices (Citizen Petition)	Y	Y	Y	Y	Y
43	Voting Rights 16 and Older (Citizen Petition)	Y	W	Y	W	Y
44	Amend General Bylaws - Chapter 100, Public Ways, and Places (Citizen Petition)	IP	IP	IP	IP	IP
45	Indigenous Peoples Day (Citizen petition)	Y	Y	W	Y	Y
46	Royal family invitation to 250 th Celebration	W	Y	Y	W	Y
47	Amended zoning bylaw -signs	W	W	W	W	W
48	Amend zoning bylaw - Short Term Rentals.	W	Y	Y	Y	W
49	Amend zoning bylaw - permitted uses and development standards.	W	Y	Y	Y	W
50	Amended zoning bylaw - inclusionary housing for Village and multifamily.	W	Y	W	Y	W
51	Amend zoning bylaw - maximum height for a Village Overlay District.	W	W	Y	Y	W
52	Amend Zoning bylaw and map - Technical corrections.	Y	Y	Y	Y	Y
53	Amend zoning map - 507 Bedford St. (owner petition)- Refer back to Planning Board	RB	RB	RB	RB	RB
54	Amended zoning map - 509 Bedford St. (Owner petition) – Refer Back to Planning Board	RB	RB	RB	RB	RB

DOCUMENTS: Presentation - Zoning Amendment Articles, Summary of Motions for Zoning Articles, 2024ATM proposed consent agenda, Select Board Working Document - Positions 2024ATM

5. Approve Amendment to Memorandum of Understanding (MOU) Between AB Holdings, LLC and the Town of Lexington, Massachusetts

Mr. Pato explained that this item deals with the First Amendment to the MOU between AB Holdings, LLC (Inn at Hastings Park) and the Town of Lexington as negotiated prior to the Fall 2023 Town Meeting. The Town received notice on February 16, 2024 from the Attorney General's Office approving Special Town Meeting 2023-1 Article 12, which allows this MOU amendment to move forward.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve the First Amendment to the MOU between AB Holdings, LLC (Inn at Hastings Park) and the Town of Lexington as negotiated and attached.

DOCUMENTS: First Amendment to the MOU, AGApproval Letter - Article 12 STM 2023, Redline of 2012 Agreement as Amended, Original 2012 MOU

6. Review and Approve Revised Noise Advisory Committee Charge

The Board reviewed an updated draft revised charge for the Noise Committee.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve the revised Noise Committee Charge as proposed.

DOCUMENTS: proposed-charge, proposed-charge-redline

ADJOURN

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to adjourn the meeting at 10:00 p.m.

A true record; Attest:
Kristan Patenaude
Recording Secretary

SELECT BOARD MEETING
March 6, 2024

A meeting of the Lexington Select Board was called to order at 6:31p.m. on Wednesday, March 6, 2024, via a hybrid meeting platform. Mr. Pato, Chair; Ms. Barry, Mr. Lucente, Mr. Sandeen, and Ms. Hai were present, as well as Mr. Malloy, Town Manager; Ms. Axtell, Deputy Town Manager and Ms. Katzenback, Executive Clerk.

CONSENT AGENDA

The Board agreed to address Consent Agenda item #9 separately.

1. Approve Bedford Street and Hancock Street Road Closures Request-Lexington Minute Men & Lexington Historical Society for Patriots' Day Event
 - Arrival of Paul Revere and William Dawes at Hancock-Clarke House Reenactment

To approve the Lexington Minute Men and the Lexington Historical Society's request for Bedford Street from Massachusetts Avenue to Hancock Street and Hancock Street to Adams Street be closed to all but resident emergency traffic from 10:00pm on Sunday, April 14, 2024 to no later than 12:30am on Monday, April 15, 2024 for the reenactment of the arrival of Paul Revere and William Dawes at the Hancock-Clarke House.

DOCUMENTS: LMM & LHS Road Closure Request - Paul Revere/William Dawes Arrival at Hancock-Clarke House Reenactment

2. Application: Battle Green Permit – Town Celebrations Committee, Battle Green, 0 Massachusetts Avenue
 - Patriots' Day 2024 Ceremonies & Road Closure for Morning Parade on Massachusetts Avenue
 - Road Closure for Afternoon Parade on Massachusetts Avenue

To approve the Town Celebrations Committee request for road closures as described in the attached letter dated January 31, 2024 to all but emergency traffic for the Patriots' Day morning and afternoon parades as well as the use of the Battle Green for ceremonies following the morning parade on Monday, April 15, 2024 from 8:00am to 9:00am, and subject to working out all of the details with the Lexington Police Department, Lexington Fire Department, Department of Public Works and Town Manager's Office.

DOCUMENTS: Town Celebrations Committee Battle Green Use & Road Closure Request - Patriots' Day 2024 Parades & Ceremonies

3. Applications: Battle Green Permits – Lexington Minute Men, Battle Green, 0 Massachusetts Avenue
 - Rehearsal for Civilian Evacuation
 - Dress Rehearsal for the Battle of Lexington Reenactment
 - Annual Reenactment of Lexington Minute Men Regrouping Before Parker's Revenge Skirmish &
 - Road Closure for Marching on Massachusetts Avenue Battle of Lexington Reenactment & Road Closure for Marching on Massachusetts Avenue

To approve the Lexington Minute Men requests for the use of the Battle Green for Patriots' Day events as detailed in the attached request letter dated February 2, 2024 as follows:

- Saturday, March 30, 2024 for a dress rehearsal of the Civilian Evacuation Event from 1:30pm to 3:00pm

- Saturday, April 6, 2024 for a dress rehearsal of the Battle of Lexington Reenactment from 9:00am to 4:00pm (Rain Date: Sunday, April 7, 2024 from 9:00am to 4:00pm)
- Saturday, April 13, 2024 for the annual reenactment of regrouping of the Lexington Minute Men and march to Lincoln for Parker's Revenge skirmish from 9:00am to 10:30am (the event will last approximately 30 minutes on the Green followed by a march on Massachusetts Avenue to Fiske Hill at Old Massachusetts Avenue - a road closure is requested for the marching portion on this event)
- Monday, April 15, 2024 for the annual reenactment of the Battle of Lexington from 1:00am to 1:00pm (Rain Date: Saturday, April 20, 2024 from 1:00am to 1:00pm)

DOCUMENTS: Lexington Minute Men Battle Green Use & Road Closure Request - 2024 Patriots' Day Events

4. Approve Communications Advisory Committee's Request for Authorization to Negotiate Cable Television Renewal License With Verizon New England Inc.

Move that the Communications Advisory Committee be authorized to conduct the process of negotiating a Renewal Cable Television License with Verizon New England, Inc.

DOCUMENTS: CACrequest

5. Application: One-Day Liquor License - Lexington-Waltham Lodge of Elks #2204, 959 Waltham Street
 - Breast Cancer Fundraiser

To approve a One-Day Liquor License for the Lexington-Waltham Lodge of Elks #2204 to serve beer in the rear parking lot of the Lodge of Elks, 959 Waltham Street, for the purpose of a Breast Cancer Fundraiser on Sunday, April 21, 2024 from 1:00pm to 6:00pm.

6. Approve Parade and Massachusetts Avenue Road Closure Request - Lexington Little League
 - Annual Little League Parade

To approve the Lexington Little League request for the Annual Little League Parade and the road closures request for Massachusetts Avenue from Muzzey Field to Muzzey Street and then Muzzey Street to Lexington High School be closed to all but resident emergency traffic from 8:30am on Saturday, April 27, 2024 to no later than 11:00am for the Annual Little League Parade as outlined in their letter dated February 8, 2024, subject to working out the details with Town Departments.

DOCUMENTS: Lexington Little League Parade & Road Closures Request - Annual Little League Parade 2024

7. Approve and Sign Water and Sewer Finals and Adjustments

To approve and sign the attached Water and Sewer Finals for January 2024.

To approve and sign the attached Water and Sewer Adjustments as recommended by the Water and Sewer Abatement Board on February 8, 2024 in the amount of \$46,865.32.

DOCUMENTS: SB 3-6-24

8. Approve Lowering the Battle Green Flag in Honor of David Williams

To approve the lowering of the Battle Green flag on Friday, March 8, 2024, or a date set by the Select Board Chair, to honor the memory of David Williams.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve Consent Agenda items 1-8.

9. Application: Battle Green Permit – Lions Club of Lexington, Inc., Battle Green, 0 Massachusetts Avenue - 110th Annual Patriots' Day 5-Mile Road Race & Road Closure for Portion of Road Race on Massachusetts Avenue

Mr. Lucente recused himself from this item.

To approve the request of the Lions Club of Lexington, Inc. to hold the 110th Annual Patriots' Day 5-Mile Road Race on Monday, April 15, 2024 from 10:15am to 11:15am with an awards ceremony on the Battle Green at approximately 10:15am to 10:30am and to approve the road closure request for Massachusetts Avenue from the Battle Green to Marrett Road to Lincoln Street and back to the Battle Green be closed to all but resident emergency traffic from 9:00am to approximately 10:15am for the road race, subject to working out all of the details with the Lexington Police Department, Lexington Fire Department, Department of Public Works and Town Manager's Office.

DOCUMENTS: Lions Club of Lexington Inc. Battle Green Use & Road Closure Request - 110th Annual 5-Mile Road Race for Patriots' Day 2024

VOTE: Upon a motion duly made and seconded, the Select Board voted 4-0 to approve Consent Agenda item #9.

ITEMS FOR INDIVIDUAL CONSIDERATION

1. Select Board Work Session - Presentation: Community Charrette on Lexington Center Revitalization Report

Mr. Lucente explained that, in November, the Town held a community planning charrette to obtain input on what the community envisioned for an active, successful Town center. Dr. John Mullin and Dr. Zenia Kotval coordinated the charrette and will be presenting the attached final report. The Select Board has made this a major goal to work on over the next two years.

Dr. John Mullin reviewed the final report with the Board.

Mr. Lucente expressed his thanks regarding the report. He stated that he would like the proposed concepts to be prioritized into an action plan.

Mr. Sandeen stated that he would like to see more information regarding using Town-owned land to revitalize the Downtown area. He would also like to hear recommendations regarding parking.

Mr. Creech, Planning Board, expressed concern regarding traffic and noise in the Center area. Due to cut through traffic in the Center of Lexington, this is a noisy area.

Mr. Lucente agreed to help create a list of priorities from the report to be discussed at a future meeting.

DOCUMENTS: LexCharrette presentation

4. Select Board Work Session - 2024 Annual Town Meeting – *The Board took up an update on article 41 this item at this time.*
 - Presentation - ATM 2024 Article 41: Massachusetts Bay Transportation Authority

Kunal Botla, Transportation Advisory Committee Member, updated the Board on Article 41: Massachusetts Bay Transportation Authority.

2. Select Board Work Session - Discuss Lexington Human Rights Committee (LHRC) and Complaints

Mr. Pato explained that the Select Board is committed to making Lexington a welcoming, inclusive, and safe community for everyone, treating all people fairly and fully embracing the unique contributions of all Lexington residents. The Board rejects all forms of intolerance and bigotry including acts of antisemitism, racism, Islamophobia, homophobia, or other forms of hostility, intimidation, or harassment.

Over the past several weeks, the Board received a number of messages regarding the social media posts shared by a member of the Human Rights Committee (HRC). At the February 26, 2024 meeting of the Board, these concerns were reiterated during the public comment section of the Board's meeting.

In parallel in mid-January, the Human Rights Committee received a formal complaint about these actions and the chair of that committee engaged their process of creating an incident response team and evaluating the complaint.

He suggested that the Board hear the status of the incident response activity from the chairs of the Human Rights Committee, discuss how to proceed in response to the incident response status report and assign follow-up actions, discuss the role of the Human Rights Committee and how it is perceived, and discuss the recommendations for professional facilitation.

Mr. Pato noted that the member of the HRC in question has resigned from the HRC.

Christina Lin, Chair of the HRC, and Stephanie Hsu, Vice Chair of the HRC, reviewed the incident response report.

Mr. Pato stated that his personal belief is that the Board should not be asking for a volunteer committee to undertake tasks for which they are not being provided adequate support for. He suggested that the Board should either find a way to provide support or make it clear what the limitations are for what that committee should be able to do. He suggested creating a study task force regarding the expectations for committees.

Ms. Barry acknowledged all who have come forward to speak on this item. She stated that she supports facilitated discussion on this and similar topics. She does not feel that a committee should be charged with investigating one of its members. She stated that the Board should have looked into this issue and addressed it sooner. She apologized to those in the community hurting from this.

Ms. Hai stated that the Equity Office should contain the training for the HRC and should be the first line of defense for this type of concern. There should be standards of conduct.

Mr. Sandeen acknowledged that this has been a painful process for everyone involved. He stated that Lexington has a long history of engaging in potentially contentious discussions, but doing that in a respectful way that lifts everyone up and continues to provide for healing. He stated that his hope moving

forward is that people will work together as neighbors. He agreed that a volunteer committee should be given proper training and tools to act on the tasks being asked of the committee. He does not believe that the committee should continue to be tasked with investigating civil rights violations.

The Board agreed to redirect the complaint form on the HRC website to Staff to evaluate submissions, along with extra language, to be developed by Staff, as to where the submissions should be sent.

Mr. Pato asked Mr. Sandeen to draft a proposal as to how the Board could proceed in the short-term with a facilitated process for the community to better hear itself on similar topics. Mr. Pato asked Ms. Hai to review the existing Human Rights Committee charge for possible edits. The Board would then review these subjects at a later date.

DOCUMENTS: LHRC Incident Response Status Report

The Board took a brief recess.

3. Complaint About Member's Actions LHRC Incident Response Process Discussion on How to Proceed

This item was discussed as part of the previous agenda item.

4. Select Board Work Session - 2024 Annual Town Meeting
 - Presentation - ATM 2024 Article 41: Massachusetts Bay Transportation Authority

This item was previously addressed.

- Review Draft Select Board Report to Town Meeting

The Board reviewed its report to Town Meeting.

- Select Board Article Discussion and Positions

The Board reviewed its positions.

#	Article Name	JP	SB	DL	JH	MS
3	Cary Lecture Series	Y	Y	Y	Y	Y
4	Appropriate FY2025 Operating Budget	Y	Y	Y	Y	Y
5	Appropriate FY2025 Enterprise Funds Budgets	Y	Y	Y	Y	Y
6	Appropriate for Senior Services Program	Y	Y	Y	Y	Y
7	Sustainable Capital Projects	Y	Y	Y	Y	Y
8	Accept Tucker Ave. (Westernmost portion)	Y	Y	Y	Y	Y
9	Establish and Continue Departmental Revolving Funds.	Y	Y	Y	Y	Y
10	Appropriate the FY2025 Community Preservation Committee Operating Budget and CPA projects.	Y	Y	Y	Y	Y
	a. Cary Memorial Library Renovation - \$4M	Y	Y	Y	Y	Y
	b. Archives and Record Management - \$20,000	Y	Y	Y	Y	Y
	c. Park Improvements - Athletic fields - Bowman School - \$545,000	Y	Y	Y	Y	Y
	d. Lincoln Park fitness stations equipment-\$160,000	Y	Y	Y	Y	Y
	e. Park Improvements - Hardcourt Services - Valley Rd. - \$492,000	Y	Y	Y	Y	Y
	f. Lincoln Park Field Improvements -\$1,145,000	Y	Y	Y	Y	N
	g. LexHAB Support, Restoration, Preservation, and	Y	Y	Y	Y	Y

	Decarbonization					
	h. Lexington Housing Authority Exterior Preservation - \$100,000	Y	Y	Y	Y	Y
	i. Affordable Housing Trust Funding - \$3,200,000	Y	Y	Y	Y	Y
	j. Projected debt service - \$681,200	Y	Y	Y	Y	Y
	k. Administrative budget - \$150,000	Y	Y	Y	Y	Y
11	Appropriate for recreation capital projects	Y	Y	Y	Y	Y
12	Appropriate for municipal capital projects and equipment					
	a. Transportation mitigation	Y	Y	Y	Y	Y
	b. Heavy vehicle extrication equipment	Y	Y	Y	Y	Y
	c. Ambulance replacement	Y	Y	Y	Y	Y
	d. Equipment replacement	Y	Y	Y	Y	Y
	e. Sidewalk improvements	Y	Y	Y	Y	Y
	f. Hydrant replacement	Y	Y	Y	Y	Y
	g. Town wide signalization improvements	Y	Y	Y	Y	Y
	h. Stormwater Management program	Y	Y	Y	Y	Y
	i. Cemetery Columbarium - design	Y	Y	Y	Y	Y
	j. Public Parking lot improvement program	Y	Y	Y	Y	Y
	k. Network core equipment replacement	Y	Y	Y	Y	Y
	l. Municipal Technology Improvement Program	Y	Y	Y	Y	Y
	m. Network redundancy and improvement plan	Y	Y	Y	Y	Y
	n. Network technology improvements	Y	Y	Y	Y	Y
	o. Scanning - Electronic Document Management	Y	Y	Y	Y	Y
	p. Election equipment upgrade	Y	Y	Y	Y	Y
	q. Street Improvements	Y	Y	Y	Y	Y
13	Appropriate for water system improvements	Y	Y	Y	Y	Y
14	Appropriate for wastewater system improvements	Y	Y	Y	Y	Y
15	Appropriate for school capital projects and equipment	Y	Y	Y	Y	Y
16	Appropriate for public facilities, capital projects					
	a. Public facilities bid documents	Y	Y	Y	Y	Y
	b. Public facilities interior finishes	Y	Y	Y	Y	Y
	c. School paving and sidewalks	Y	Y	Y	Y	Y
	d. Public facilities mechanical/electrical/plumbing replacement	Y	Y	Y	Y	Y
17	Appropriate to post Employment Insurance Liability Fund	Y	R	Y	Y	Y
18	Resend prior borrowing authorizations	Y	Y	Y	Y	Y
19	Establish, amend, dissolve, and appropriate to and from specified	Y	Y	Y	Y	Y
20	Appropriate for prior years unpaid bills	Y	Y	Y	Y	Y
21	Amend FY2024, operating, enterprise, and CPA budgets	Y	Y	Y	Y	Y
22	Appropriate for authorized capital improvements	Y	Y	Y	Y	Y
23	Appropriate opioid settlement	Y	Y	Y	Y	Y
24	Appropriate funding for SemiQuincentennial Commission	Y	Y	Y	Y	Y
25	Pine Meadows Clubhouse renovation	W	Y	W	W	W
26	Appropriate for design funds for Lexington High School construction project	Y	Y	Y	Y	Y
27	Appropriate for renovation of 173 Bedford St.	Y	Y	Y	Y	Y
28	Select Board to accept easements	Y	Y	Y	Y	Y
29	Amend the general bylaw - noise control					
	a. Construction noise	Y	W	W	W	W
	b. Commercial gas leaf blower prohibition delay	W	Y	Y	W	N
30	Prohibit single use food containers. (Citizens petition) - IP	IP	IP	IP	IP	IP
31	Prohibit single serve plastic water bottles (Citizens petition)	W	W	W	W	W

32	Old Spring Street name change	Y	Y	Y	Y	Y
33	Authorize Affordable Housing Trust to seek affordable housing	Y	Y	Y	Y	Y
34	Amend General Bylaws - Tree Bylaw -Tree Protection Plan.	Y	Y	Y	Y	Y
35	Amend General Bylaws - Tree Bylaw - require mitigation plantings.	Y	Y	W	Y	Y
36	Amend General Bylaws -Tree Bylaw - Exemptions.	Y	Y	Y	Y	Y
37	Importance of trees Resolution (Citizen Petition)	Y	Y	W	W	Y
38	Amend regulation of fossil fuel infrastructure bylaw - meet department	Y	Y	Y	Y	Y
39	Home rule petition to adjust the number of on-premise wine and malt	Y	Y	Y	Y	Y
40	Integrated Pest Management Resolution (Citizen Petition)	Y	Y	Y	Y	Y
41	Massachusetts Bay Transportation Authority	Y	Y	Y	Y	Y
42	Digital publication of Legal Notices (Citizen Petition)	Y	Y	Y	Y	Y
43	Voting Rights 16 and Older (Citizen Petition)	Y	W	Y	W	Y
44	Amend General Bylaws - Chapter 100, Public Ways, and Places (Citizen Petition)	IP	IP	IP	IP	IP
45	Indigenous Peoples Day (Citizen petition)	Y	Y	W	Y	Y
46	Royal family invitation to 250 th Celebration	W	Y	Y	W	Y
47	Amended zoning bylaw -signs	Y	W	W	Y	W
48	Amend zoning bylaw - Short Term Rentals.	W	Y	Y	Y	W
49	Amend zoning bylaw - permitted uses and development standards.	W	Y	W	Y	W
50	Amended zoning bylaw - inclusionary housing for Village and multifamily.	Y	Y	W	Y	W
51	Amend zoning bylaw - maximum height for a Village Overlay District.	Y	W	Y	Y	W
52	Amend Zoning bylaw and map - Technical corrections.	Y	Y	Y	Y	Y
53	Amend zoning map - 507 Bedford St. (owner petition)	RB	RB	RB	RB	RB
54	Amended zoning map - 509 Bedford St. (Owner petition)	RB	RB	RB	RB	RB

The Board agreed to place item 12j back on the Consent Agenda.

There was discussion regarding Article 45.

DOCUMENTS: Article 41 motion, Art 41 presentation, Art 18 motion. not IP, 2024 Proposed Consent agenda, Select Board Working Document - Positions 2024ATM, Working Draft - Select Board Report to 2024 ATM

5. Approve 2024 Compost Site Rates

Dave Pinsonneault, Director of Public Works, reviewed the proposed 2024 compost site rates. The items that influence the proposed increases include inflation rates, administrative service fees, and general labor, parts, and equipment to produce the materials. In FY23, there were revenues of approximately \$880,000, and balance of the revolving fund is approximately \$727,000 as of June 30, 2023. This is a revolving fund involving money in and money out in order to operate the site.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve the proposed compost site rates as presented with the corrected dates.

DOCUMENTS: Compost pricing

6. Select Board Work Session - Approve Expenditure of Funds for Gift of Cash Received for 250th Anniversary of the Battle of Lexington Monument

Mr. Malloy explained that Howard Wolk, who was raised in Lexington, has donated \$250,000 to the Town for the purpose of developing a monument to celebrate the 250th anniversary of the first battle of the American Revolution. The Board has approved the site (the front portion of the Belfry property) and he and Town Counsel developed the Intent to Gift Agreement with Mr. Wolk. At this point in time, Mr. Wolk has made the first payment and substantial progress is being made on selecting the artist and moving this project forward. Prior to being able to use the funds, Board approval is required to utilize the funds for the purpose of the donation under MGL Ch. 44, §53A.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve the use of the \$250,000 donation from Howard Wolk for the purpose of establishing a monument for the 250th anniversary of the first battle of the American Revolution.

DOCUMENTS: Monetary Donation agreement, General law info

7. Approve Increase to Outdoor Dining Permit Fee

Mr. Malloy explained that in December 2022, the Board discussed outdoor dining permit fees and where the Town stood relative to other communities. He then undertook a review of fees charged by Cambridge, Somerville, Needham, Arlington, Waltham, Burlington, Bedford, and Danvers. At the December 19, 2022 Board meeting, the following fees were established for 2023:

- Up to 10 outdoor seats on public sidewalks \$100 per year
- Over 10 seats on public sidewalks \$250 per year
- \$3,750 for the parklet once we have acquired a new parklet

Prior to the pandemic, the Town had a practice of increasing these fees by 2.0% per year. Mr. Malloy stated that he is recommending a 2.0% increase, consistent with the Town's pre-pandemic practice.

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to approve a 2.0% fee increase for outdoor dining permits effective for permits in 2024 and forward to be the following:

- Permit Fee for up to 10 outdoor seats on public sidewalks is \$102 per year;
- Permit Fee for over 10 seats on public sidewalks is \$255 per year.

ADJOURN

VOTE: Upon a motion duly made and seconded, the Select Board voted 5-0 to adjourn the meeting at 9:26 p.m.

A true record; Attest:
Kristan Patenaude
Recording Secretary

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve 5-Year Contract for Historic Document Conservation in Town Clerk's Office -
Northeast Document Conservation Center

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.2

SUMMARY:

Category: Decision-Making

The Town recently issued an RFP for the Town Clerk's Historic Document Conservation contract and intend to award to the incumbent vendor, Northeast Document Conservation Center (NEDCC). This is a five-year contract so the term will require approval by the Select Board.

SUGGESTED MOTION:

To award the Town Clerk's Historic Document Conservation Contract to Northeast Document Conservation Center as per their attached bid.

Move to approve the consent.

FOLLOW-UP:

Town Manager

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

ATTACHMENTS:

Description

Type

Non Price Proposal

Price Proposal

Cover Memo

Cover Memo



February 16, 2024

100 Brickstone Square, Andover, MA 01810-1494

ph 978-470-1010 • fax 978-475-6021 • nedcc.org

Elizabeth Mancini, Purchasing Director
Lexington Town Offices – Purchasing Office
1625 Massachusetts Avenue
Lexington, MA 02420
emancini@lexingtonma.gov
781-698-4628

Subject: RFP #24-34, Conservation of Historic Documents

Dear Ms. Mancini,

Enclosed, please find NEDCC's response to the Town of Lexington's Request for Proposal #24-34, Conservation of Historic Documents. This letter confirms NEDCC's availability and ability to conserve and digitize Lexington's historic paper-based materials. NEDCC's proximity to the Town, its ability to offer a wide range of services performed by highly skilled staff, and its well-equipped and secure facility make it a logical partner for the Town's ongoing preservation project.

Sample materials made available for inspection at the Town Offices prior to submitting the bid were examined by Bexx Caswell-Olson, Director of Book Conservation and Jessica Henze, Senior Book Conservator. Although the examination was necessarily brief, treatment and digital imaging proposals provided in **Additional Questions B: Individual Treatment Proposals** of this document were informed by these examinations. Hard copies of the Non-Price Proposal and Price Proposal are included in separate sealed envelopes.

All conservation work at NEDCC is performed in compliance with the standards of the American Institute for Conservation (AIC). NEDCC meets all of the Town's insurance, performance, and experience requirements, and we are confident that we can fulfil the terms of the contract.

I look forward to discussing the project with you. Please feel free to contact me with questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Bexx Caswell-Olson". The signature is written in a cursive style with a large, stylized initial "B".

Bexx Caswell-Olson
Director of Book Conservation
Northeast Document Conservation Center
978-470-1010 ext. 234
bcaswell@nedcc.org



NEDCC

NORTHEAST DOCUMENT CONSERVATION CENTER

50th

100 Brickstone Square, Andover, MA 01810-1494

ph 978-470-1010 • fax 978-475-6021 • nedcc.org

Town of Lexington

Conservation of Historic Documents

Response to Request for Quotes 24-34

Respectfully submitted by:

Bexx Caswell-Olson, Director of Book Conservation
Northeast Document Conservation Center
100 Brickstone Square
Andover, MA 01810
www.nedcc.org

DUNS: 076579283

FEIN: 23-7349330

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I. Performance Capabilities

A. Institutional Profile

The Northeast Document Conservation Center (NEDCC) is a nonprofit conservation center serving clients nationwide and specializing in the preservation of paper-based materials for museums, libraries, archives, historical societies, government agencies, and other collections-holding institutions, as well as private and family collections. Founded in 1973, NEDCC has served thousands of institutions through its laboratory services, digital imaging, audio preservation, consultations, and educational programs. The Center has treated and imaged some of the nation's most significant cultural heritage materials including documents written by George Washington, correspondence by Ernest Hemingway, Abraham Lincoln's family Bible, Woody Guthrie's personal scrapbooks, wallpaper from Theodore Roosevelt's home, and one-of-a-kind recordings of indigenous languages.

The Center's reputation for excellence in conservation treatment is due to the skills of its professional conservators and the variety of materials that they are capable of treating. NEDCC's expertise includes conservation of books, photographs, maps, documents, parchment, papyrus, architectural plans, wallpaper, Asian Artwork and other works of art on paper, including drawings and paintings in all media, prints, collages, and contemporary works. The conservation laboratories are staffed by professional conservators, including specialists in the conservation treatment of photographs, books, and oversized works on paper. NEDCC also treats works with unusual formats such as globes and other composite objects with paper components. All conservation treatments adhere to the Code of Ethics and Guidelines for Practice of the American Institute for Conservation.

NEDCC's Imaging Services department specializes in high-quality digitization of special collection materials, such as historic photographic prints and negatives, including nitrate, acetate, and glass-plates negatives; bound materials, including record books, diaries, rare printed books, scrapbooks, and photograph albums; oversize objects including maps, blueprints, and design drawings; and works of art on paper. NEDCC's imaging studios and staff are particularly well suited to address the technical difficulties of digitizing historical materials in fragile states. Collaboration between the conservation laboratories and the Imaging Services department makes possible the treatment and imaging of complex artifacts that require careful handling and assures high standards of practice in all aspects of the Center's services.

NEDCC's Preservation Services department offers consultation and training to help institutions preserve collections as a whole through collections care and preservation planning. The department conducts preservation needs assessments; presents educational programs in the U.S. and abroad including workshops, webinars, and conferences; answers reference inquiries; and provides 24-hour disaster response advice.

The NEDCC website, www.nedcc.org, serves as a world-wide resource for conservation information, including a library of Preservation Leaflets; the online introductory preservation course, Preservation 101; and dPlan: The Online Disaster-Planning Tool.

II. Scope of Services

The “work” shall consist of **historic document conservation, preservation, and digitization services** in harmony with the Town of Lexington and all departments.

NEDCC can provide a full range of historic document conservation and preservation services for the Town. Services will be requested, subject to annual appropriation, for a projected 3 years to complete the document conservation and preservation project for which Community Preservation Act funding is sought.

The initial agreement shall be from March 1, 2024 through February 28, 2027, with the options for two (2) one (1) year contract extensions to end on February 28, 2029 at the Town’s sole discretion.

NEDCC meets the following requirements outlined in the RFP:

- The contractor must, itself, operate the facility at which conservation treatment and preservation digital camera and infrared imaging services are performed.
- To support contractor/town communication and high-quality service, facility must be readily accessible from major highway and within distance to support round-trip visit by representatives from the Town within one work-day.

A. Description of Services

The contractor shall perform the following services for the Town of Lexington:

- Provide appropriate written and photographic documentation of the examination and treatment;
- Develop a treatment plan;
- Perform conservation treatment and preservation digital camera and infrared imaging of the documents at one facility;
- Rehouse the documents;
- Provide superior care for the documents during processing and while on site;
- Provide preservation photocopying when identified;
- Provide indexing of digital records;
- Provide digital storage media as requested, including archival DVD and other portable storage hardware

All services will comply with the terms established within this document and meet the approval of the Commonwealth of Massachusetts. The contractor shall at all times follow the Code of Ethics and Guidelines for Practice of the American Institute for Conservation (AIC).

Restoration, conservation, and preservation services of these records may include:

- Any information pertinent to the identification of the volume
- Deacidification using aqueous calcium carbonate or ‘Bookkeeper’ non-aqueous deacidifier
- Mending and reinforcement of paper, with Japanese tissue, as necessary.
- Replacement or repair of index tabs, as necessary.
- Re-sewing, with linen thread, as necessary.
- Rebinding with goatskin using acid-free materials and reversible adhesives.
- Encapsulation with Melinex 516 polyester film, using custom post binders, where appropriate.
- Removal of all pressure-sensitive materials.
- Use of reversible adhesives.
- Microfilming, digitizing and indexing materials for archiving.

B. Required Questions

1. Describe the approach and plans your firm shall take to accomplish the work required by this RFP.

a. Scope of the Proposal

All requirements set forth in the RFP will be met by NEDCC. NEDCC proposes to provide: conservation treatment of bound and unbound documents and archival materials; digital reformatting of bound and unbound materials including oversized materials; and indexing of digital records as required.

b. Overall Project Management

The overall manager for project with the Town of Lexington is NEDCC's Director of Book Conservation, Bexx Caswell-Olson. Mrs. Caswell-Olson will collaborate with NEDCC's Executive Director and other departments heads to establish schedules, oversees coordination between departments, arranges for insurance coverage of client materials, and assures that all contractual and financial obligations are met.

Department Directors monitor the progress of projects on a daily and weekly basis. Before the treatment or reformatting of each object or collection begins, the Department Director meets with the individual staff member or work team to discuss any problems, actual or potential, that might affect the specifications or timetable and to develop solutions. Any problems that cannot be readily resolved are brought to the attention of the contracting institution's project manager. Alternatives and options are explained, along with the advantages and disadvantages of each. Discussions regarding the most appropriate approach include consideration of the condition of the object, its value to the institution, expected use, storage conditions and the cost-effectiveness of the possible approaches. The final decision regarding resolution of any problem is made by the Town of Lexington.

c. Conservation Project Management

Conservation objectives for materials will vary depending on the nature and condition of individual objects; treatment choices may also be dictated by the nature of the value of the material to the institution and to the cultural community at large. General objectives are to physically strengthen and chemically stabilize material to ensure long-term preservation and safe use of materials whether for research, exhibit, long-term storage, or other purposes. Treatment may be provided at different levels for different objects depending on curatorial goals, but all treatments are in accordance with the highest professional standards. Minimal, non-invasive treatments are generally preferred, but NEDCC staff recognizes the need for and is experienced in performing very extensive treatments as well.

Once objects are received at NEDCC, the Registrar checks materials against the inventory provided by the contractor's project manager, assigns the project a unique job number, assigns the material a location in the secure storage area, and enters the information in NEDCC's database as well as creating a physical record of the material in a register.

The Director of Book Conservation will examine each volume on an individual basis, and will develop a conservation treatment plan that meets the specific needs of each item. Original bindings, which are considered to have artifactual value, will be preserved whenever possible. When original bindings cannot be repaired due to overall condition, volumes will be rebound in new bindings in a similar style, using materials that are considered permanent and durable. A written treatment plan for each volume or group of volumes will be submitted to the Town for final approval.

Each treatment proposal clearly identifies the object, describing the nature and condition of the item, and specifying the recommended steps of treatment including cost estimates. Alternative and optional treatments may be included in these more detailed proposals if appropriate.

Once signed approvals are received, the Director of Book Conservation assigns treatment of objects to one or more book conservators and meets with each conservator to discuss the work plan for each object or group of objects. She establishes a priority system for allocation of each conservator's time and establishes deadlines for completion of work. The conservator creates a photographic record of each object prior to treatment and performs preliminary testing for solubility of the media in water and in solvents if appropriate to determine if treatments can be performed safely. If necessary, the conservator will consult with the principal conservator to review the test results and discuss treatment strategies.

The Director of Book Conservation monitors each conservator's work regularly throughout the treatment process. She inspects each object following treatment, reviewing the client's specifications as well as NEDCC's original treatment proposal. She checks to make sure that each step of treatment has been completed successfully and inspects the quality of the work. If any work is incomplete or not of high quality, the conservator is directed to correct any deficiencies in accordance with detailed instructions for improving the work.

The contractor's project manager will be contacted throughout the treatment process with questions regarding any treatment changes or the possible consequences of treatment procedures that have not been identified in the original treatment proposal. The type of problem that is most likely to arise is the need to modify a treatment proposal already approved by the collection-holding institution. One reason for modifying a proposed treatment is that testing performed at NEDCC immediately prior to treatment is more extensive than that done when objects are initially examined. The more thorough examination just prior to treatment may reveal solubility or structural problems that were not apparent initially. Volumes for which re-sewing was not initially proposed but are found to have deteriorated structures following disbinding and photographs or flat paper objects with linings with adhesives that are found to be resistant to removal using water despite initial testing to the contrary are examples of conditions that might require a change in approach. In such cases, the principal conservator will contact the Town of Lexington's project manager to discuss alternative treatment options, advantages, disadvantages, prognoses, risks, costs, and any impact on schedule. NEDCC will require the Town of Lexington's project manager to authorize any treatment modifications.

Digitization of materials is typically performed during conservation treatment and at the point at which the best image capture can be obtained in the safest manner for the object. Collation, surface cleaning, stain reduction and mending of tears are all examples of treatment steps that are performed prior to imaging. If leaves are to be encapsulated and post-bound, imaging is performed prior to this treatment step.

On completion of treatment, each object is photographed again. The Director of Book Conservation will check each item to ensure that all quality control measures are met. A detailed written treatment report is prepared, and the object is individually wrapped either in the conservation lab or in the wrapping and packing area in NEDCC's secure storage area along with any accompanying materials such as a previous binding or any extraneous fragments or scraps included with the object on receipt. At this point, the conservator or Registrar prepares a packing slip. A second staff member witnesses the wrapping of the objects and signs the packing slip. Wrapped volumes are then loaded into transfer boxes and packed with bubble wrap to keep the contents of the boxes from shifting. Unbound objects are housed in flat file drawers used only for conserved materials. Objects are stored in NEDCC's secure storage vault until they are returned to the collections-holding institution.

Final treatment reports are provided to the contracting institution in written format; an additional copy is retained in a permanent file at NEDCC. Photographic documentation will be representative of the condition of the objects before and after conservation. Condition during treatment is also documented photographically if any changes merit visual documentation. Digital copies of the documentation photographs are delivered in the form of TIFFs or high-resolution JPEGs on gold-on-gold CDs or external hard drives, and physical copies of the photographs are generated with pigment-based inks on acid-, lignin-, and OBA-free paper. Depending on the agreement with the contracting institution, a reduced copy of the treatment report may be attached to the back inside cover of any rebound volume, or, if more appropriate, to a suitable place in a protective enclosure. Recommendations regarding handling, housing and exhibit may be provided for conserved objects.

As requested in the RFP, the NEDCC project managers will provide a brief interim report on project progress to the Town's project manager. Each month NEDCC's designated project manager will report on the progress of projects in the various departments via email. Any questions may be clarified via email or telephone conversation.

NEDCC's registrar packs materials leaving the Center unless packing by a fine arts shipper is requested. NEDCC will work with the client to arrange for shipping, fine arts carrier, or NEDCC courier service.

d. Conservation Treatment Approach

Conservation objectives for historic materials vary depending on the nature and condition of the individual objects. Treatment choices may also be dictated by the value of the material to the institution and to the cultural community at large. General objectives are to physically strengthen and chemically stabilize material to ensure long-term preservation and safe use, whether for research, exhibit, long-term storage or other purposes. Treatment may be provided at different levels for different collections depending on curatorial goals, but all treatments are in accordance with the highest professional standards. Minimal, non-invasive treatments are generally preferred, but the NEDCC staff recognizes and is experienced in performing more extensive treatments as well, including those designed to improve the appearance of the object. A list of conservation processes performed, and materials used in the conservation laboratories appears in **Additional Questions B: Individual Proposals**.

In addition to stabilization and strengthening objects, goals for conservation treatment include the following:

Usability. Strong, well-functioning structures are an objective in book conservation at NEDCC. Sewing, binding and binding repair techniques that allow books to open freely and lay as flat as possible are employed. Historic structures and materials are preserved whenever possible. Margins are preserved and all text, illustrations, and marginalia will be readily legible unless historic openings prevent it. NEDCC staff works to the highest standards using processes and materials considered appropriate and effective by current professional conservation standards.

In paper conservation, repairs or cleaning are done so that the legibility and integrity of the document is not compromised. The object is examined prior to treatment and the treatment is chosen for safety as well as effectiveness. Treatment is sympathetic to the original style and purpose of the artifact and respects its historical authenticity. Margins are preserved; objects are never trimmed. The staff works to the highest standards using processes and materials considered appropriate and effective by current professional conservation standards.

Durability. A primary goal of conservation treatment is extending the life of the object. Use of permanent, durable materials and techniques that are non-damaging to the paper, media, or text block are used. In book conservation, text block treatments, page attachment methods, and binding techniques that are expected to endure the proposed use of the object are chosen, as long as they are not so strong that they are potentially damaging to the paper or historic structures. NEDCC chooses treatments (including methods of mounting) that protect the object during use. Wherever possible, the treatment is reversible. Use of very strong adhesives is avoided, especially in conserving paper.

Aesthetic quality. The aesthetic quality of volumes is maintained to the degree possible. Materials, structures, and techniques are tailored to individual objects so that treatments are sympathetic to the original nature of the bindings and text blocks. Special care is taken with artifactually significant objects; significantly increasing strength and durability of volumes with high artifactual value may be judged less important than maintaining their original nature. Maintaining aesthetic qualities may not always be possible. Decisions of this type are always made in consultation with the client. For example, some papers, such as mid- to late nineteenth century broadsides, may be too brittle to use unprotected and may require encapsulation. Paper in some bound materials, such as mid- to late nineteenth-century imprints and record books, may be too brittle to use unprotected and may require encapsulation. Some bindings may also be too damaged or weak to be re-used. In such cases, the original aesthetic of the object is documented in writing and photographically. Elements that cannot be re-used are retained as a record of the original state of the volume. Purely cosmetic treatments are performed only rarely and only at the request of or with the consent of the archivist, curator, or librarian. However, some efficiently achieved techniques, such as coloring repair materials with stable media to be sympathetic to the original, are performed routinely.

e. Potential Conservation Treatments

Surface Cleaning: Soft dry brushes and vulcanized rubber sponges are used for overall surface cleaning. Vinyl erasers, sometimes in the form of powder, are used for localized cleaning, while accretions are removed with an appropriate tool, such as a scalpel tip. Mold residues are reduced with a small vacuum aspirator when they are extremely localized or with a variable-speed HEPA-filtered vacuum cleaner when they are widely distributed.

Removal of Fasteners: Paperclips, staples, brads, and other metal fasteners will be removed as needed to facilitate digital imaging and long-term preservation. Depending on the item, loose documents will either be reattached using Japanese Kozo paper and wheat starch paste or will be placed in archival folders and housed with the item.

Tape Removal: For water soluble tapes (i.e. gummed paper, glassine, gummed cloth), moisture is applied to the tape with a small brush or with the use of poultice. Care is taken to avoid wetting the document. Once the adhesive has softened, the tape can be removed and adhesive is removed mechanically.

Most pressure sensitive tapes are not water soluble and will require the use of heat and/or solvents. A heated spatula can be used to soften synthetic adhesives, allowing for the tape to be efficiently removed. In some cases, solvents are required to remove stubborn adhesives.

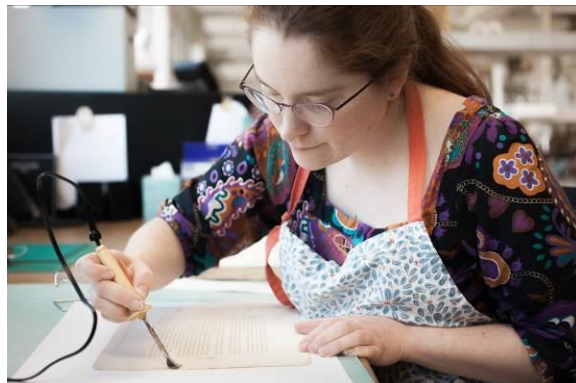
When the use of solvents is required, NEDCC ensures that all safety regulations and OSHA guidelines are followed. All solvent work is carried out in a fume hood that vents air to the outside. Conservators will also wear appropriate personal protective equipment including lab coats, gloves, goggles, and respirators.

NEDCC contracts with Clean Harbors Environmental in North Andover, MA to ensure proper disposal of solvent waste.

Mending Torn Pages: Tears are repaired with Japanese Kozo paper of a weight appropriate for a given document or type of tear, which is adhered with methylcellulose and/or wheat starch paste. These adhesives will not yellow or embrittle as they age and are reversible.



Surface cleaning with a vulcanized rubber sponge.



A conservator using a heated spatula to remove pressure sensitive tape.



A fragile document is carefully realigned and lined with Japanese paper.

So-called “archival” heat-set tissues (*i.e.* Filmoplast R or Crompton tissue) are **not** used at NEDCC. Research has shown that these repair tissues can yellow over time and are extremely difficult to remove after they have been allowed to age. NEDCC does not consider these materials to be appropriate for use in the conservation of historic documents.

If extensive, laborious mending is required for a single-sided document, lining the page with Japanese paper may be a more attractive, less expensive, and more functional mending option. Sometimes an item may be both mended and backed, especially if the sheet is a heavier weight paper where “tenting” of a tear might occur if only backing is performed.

Disbinding: When rebinding or repair of the existing binding is required, the original binding will be removed. When possible, the original sewing will be retained. If the sewing is weak or broken, it will be carefully removed so as not to cause additional damage during the disbinding process. Old spine linings will be removed mechanically or with a methylcellulose poultice.

NEDCC does **not** guillotine the spines of bound volumes. Margins and edges are **not** trimmed. The original page size is always maintained.

Resewing or Repairing Sewing: When sewing or resewing the text block is required, sewing will be performed by hand, using linen thread. Hand sewing is stronger and less damaging than machine sewing. The original sewing holes will be reused whenever possible.

Repairing Existing Bindings: When the original binding has historic or aesthetic value, or when damage to the binding is minimal and can be stabilized without rebinding, the original binding will be retained and repaired. Techniques include reinforcing worn corners, reattaching or replacing loose or missing spines, and reattaching loose covers.

Rebinding: When the original binding cannot be reused due to condition, or when the original binding has no historic or aesthetic value and can be replaced more cost effectively than repair, the volume will be rebound. The new binding will be strong, use permanent and durable materials, and will employ a structure that is historically appropriate. Cloth, paper, and/or leather may be used as covering material(s), depending on the needs of the volume and the preference of the client.

Washing: Because washing is invasive, this type of treatment is only carried out when there is a clear benefit. For instance, some types of staining, mold damage, and/or discoloration can only be removed through washing.



Old sewing is carefully removed so that no additional damage is caused to the fragile pages.



The text block is resewn using linen thread. Hand sewing is stronger and less damaging than machine sewing.

Paper and media must be tested prior to washing to ensure that it will not be damaged in the process. Solubility of the media and fragility of the sheet are considerations when determining the method of washing. NEDCC's facility is equipped with several washing sinks which supply filtered or deionized water. Water quality is monitored monthly to ensure that no contaminants are introduced during the washing process.

Aqueous Deacidification (Alkalization): Alkalization is considered when the paper support contains ground wood, when there is obvious degradation, when iron gall ink is present, or when surface pH tests indicate a highly acidic condition. The presence of color media often precludes alkalization.



Acidic byproducts and discoloration can be removed by washing in filtered or deionized water.

A solution of calcium hydroxide is added to the final water bath to raise the pH to 8.5-9.0. This leaves an alkaline buffer in the paper. This will protect against the formation of acidic byproducts in the future. Deacidification does not add strength or whiten brittle or discolored paper but does inhibit further deterioration.

Non-Aqueous Deacidification (Alkalization):

When washing and aqueous deacidification are not possible, a non-aqueous method may be suggested to alkalize highly acidic papers or those that will be encapsulated. Because the paper is not washed, existing acid products and discoloration are not removed when this method is used.

Pages are non-aqueously alkalized by spraying with a suspension of magnesium oxide in particles in a perfluoro compound (Bookkeeper Deacidification Spray). This will protect against the formation of acid in the future. Bookkeeper cannot be safely used on coated papers, photographic prints, blueprints, or diazotypes.

Treatment of Iron Gall Ink:

Any contact with moisture, including excess levels of humidity, will cause further degradation of iron gall ink. Iron gall ink corrosion typically manifests as burn-through, haloing, fracturing and dropping out of the ink.

All brown, black, and blue manuscript inks are tested for the presence of free irons (Fe^{2+}) with bathophenanthroline indicator paper. Inks that test positive for free irons indicate that iron gall ink corrosion is present, even if it cannot be seen with the naked eye. This helps shape our approach to the treatment of iron gall ink documents, and helps us to determine if aqueous treatment is possible.



Documents written in iron gall ink may require additional treatment to prevent iron gall ink corrosion.

If the inks appear stable and will not come into contact with moisture during treatment, further treatment is not necessary. However, if washing or other aqueous

treatment is required, NEDCC suggests that the items undergo calcium phytate treatment to stabilize the inks. More information about iron gall ink and conservation considerations can be found at <https://irongallink.org/>

Removal of Lamination:

Cellulose acetate lamination aka “Barrow Lamination” was commonly used on records books and court documents in the 20th century. Sadly, this method of lamination has not stood the test of time. As it ages and degrades, cellulose acetate become brittle and discolored. It can cause severe staining and damage to the paper it was meant to protect. Removing cellulose acetate lamination is time consuming and requires the skill and expertise of a professional conservator to determine which solvents are required. NEDCC’s facility is well equipped to safely handle this procedure and NEDCC conservators have removed lamination from countless documents.



Senior Conservator Jessica Henze removing cellulose acetate lamination in a solvent bath.

Encapsulation and Post Binding:

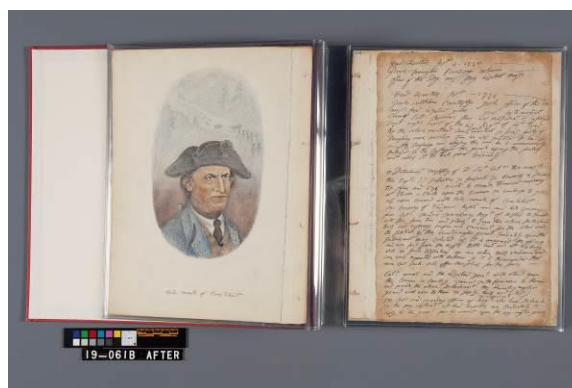
Encapsulation and post binding requires the volume to be disbound and bifolia separated into single sheets. This method is usually not recommended when a volume been previously sewn through the fold, and is generally considered **a treatment of last resort for items that are too fragile to be rebound using other means.**

Depending on the item, 3 or 4-mil polyester film (Melinex 516) is used for encapsulation. This film meets the Library of Congress Specification Number 500-500-5/31/95 for use in archival storage. This material is clear and will not yellow or become brittle as it ages.

Encapsulations are **custom-made for each object**, and are sealed on all four sides using an ultrasonic welder. Pages cannot be removed from their encapsulations, which guarantees security and safe handling of your documents after treatment.



Before treatment, the volume opened poorly and was too fragile to handle.



After treatment, the encapsulated pages can be handled safely

Because encapsulation will increase the thickness of the volume, splitting the book into two or more volumes may be required. Bindings for encapsulated leaves are bound into custom-made covers that are constructed with Superior Archival Millboard and covered in your choice of cloth. Superior Archival

Millboard is a high-density, hard-rolled, acid and lignin-free millboard. Made from 100% recycled material, this product is 100% wood-free and O.B.A.-free, and has passed the Photographic Activity Test (PAT) developed by the Image Permanence Institute at Rochester Institute of Technology. Aluminum screw posts are used to secure the pages. Aluminum does not rust, yet is strong enough to hold hundreds of pages together.

Because each binding is custom-made at our facility in Andover, MA, it will be perfectly sized to the item. This guarantees that valuable shelf space is not wasted.

Rehousing:

NEDCC can provide rehousing and custom enclosures for loose documents or items that require additional protection. Loose documents may be housed individually or in small groups in buffered folders and/or polyester film L-sleeves. Foldered or sleeved documents can either be stored in a pre-made archival box or in a custom-made box.

When appropriate, loose documents such as birth, marriage, and death certificates may be housed in archival polyester Vis-U-Lopes™ and Perma/Dur® Record Binders. Each Vis-U-Lope holds two vital records. Sleeves with or without the blocking feature may be selected as desired. The blocking feature prevents photocopying of the confidential margin.

A custom enclosure adds additional protection against light, dust, and water. Each box is made to order, and will fit your book precisely. Custom boxes are available in several styles.



Corrugated clamshell boxes are an economical and durable option for archival storage. A “deluxe” cloth-covered clamshell box is recommended for items of high value or importance.

f. Digital Imaging Project Management

The Director of Imaging Services, Terrance D'Ambrosio will serve as project manager for the digital portion of this project. He will be assisted by David Joyall, NEDCC's Senior Photographer, who will supervise production on a day-to-day basis.

In all of its projects Imaging Services is first and foremost conscientious of the materials themselves, and safety in handling is paramount. The department is rigorous in its hiring process, and technical knowledge and a commitment to the values of the Center are given equal weight in the hiring of its staff. Given the varied interests, knowledge, and skills of its staff, Imaging Services is particularly well suited to take on the most complex and challenging projects, and works closely with its clients to understand their requirements and ensure they are met by the project's end.

g. Imaging Services Methodology

NEDCC's imaging approach is designed to follow the best practices, and meet the quality standards, developed by the Federal Agencies Digitization Guidelines Initiative (FADGI). With the exception of the department's General Electric branded X-Ray film scanner, used solely for modern X-Rays in good condition, the department exclusively uses overhead medium format and DSLR cameras and Broncolor electronic strobes for image capture from cultural heritage materials. All images are captured in the given device's native RAW format, and, with rare exceptions, all editing is undertaken in either Adobe Lightroom or CaptureOne, and is entirely non-destructive.

i. Workstation Setup

Prior to initiating a project, the photographer first familiarizes himself/herself with the project's specific requirements, which are thoroughly documented in the project's proposal and outlined on a "task sheet" that is generated for each project or project-component (in the case of larger projects); special circumstances are recorded in the proposal, included on the task sheet and communicated verbally by the project manager to the photographer. The photographer will also, in consultation with the project manager and/or senior photographer, identify the most appropriate capture workstation given the project's particular object-types and technical requirements.

ii. FADGI Compliance

Once the project's requirements are fully understood and the workstation is identified, the photographer then proceeds to establish the appropriate capture conditions given those requirements, including correct exposure, uniform illumination, color accuracy, requisite resolution, and ideal sharpness with the aid of an Imaging Science Associates Device Level Target for reflective media, or an Image Science Associates Standard Format Film Target for transmissive media. Once the capture conditions have been established and perceptually assessed by the photographer, an image of the given target will then be captured, neutral balanced using a mid-gray patch from the targets' gray scale, and processed as an uncompressed, minimally sharpened 16-bit TIFF file. This file will then be analyzed using Imaging Science Associate's GoldenThread to validate that the imaging system is achieving a minimum of FADGI 3- or 4-star performance across all metrics (including resolution, sharpening, illuminance uniformity, color encoding, tone response, etc.), given the requirements of the specific project. If the result of any metric falls below the required star rating, the source of the error will be identified and corrected, and then the target will be captured, processed, and analyzed again to ensure that the required performance has been achieved.

If the number of items requiring digitization necessitates that image capture take place over the course of multiple days, the imaging system will not be altered or adjusted for the duration of image capture. Additionally, an image of the Device Level Target will be captured at the beginning of each day and analyzed in GoldenThread to verify that image quality has not changed from one day to the next. If at any

point during the capture process the performance of the imaging system falls below the required star rating on any metric, the error will be identified, corrected, and the system validated once again.

iii. Imaging Workflow

Once capture conditions have been established and performance validated, materials are then captured in RAW format, with an Imaging Science Associates Object-Level Target included in each capture. After all images from a project or project-component are captured, minimal adjustments (e.g. neutral balancing) are applied as needed to ensure that all files serve as a one-to-one digital surrogate of the original object. Images are cropped to include a minimal border around the edge of the object, and typically output from the RAW workflow software as uncompressed full-resolution 16-bit TIFF files (Adobe RGB 1998 or Gray Gamma 2.2 for black and white negatives). Post-process adjustments are only applied in special circumstances, such as image stitching in the case of oversized materials. Additional derivative files are processed as requested, and all files are saved to the appropriate delivery media (gold CD/DVD, USB flash and hard drives).

iv. Quality Control

In line with FADGI recommendations, a quality control check of each image is made from the delivery media, focusing on sharpness, color and tonal accuracy, spatial distortions, image noise, the completeness and collation of files from complex objects, the consistency of file characteristics, file naming conventions, and directory structures. Only the senior or associate photographers perform quality control, and the process involves both a cursory examination of all deliverable files, as well as a close examination at 100% magnification of 10% of deliverable files. During both the cursory and close examination, the senior or associate photographer will specifically monitor tonal and coloristic accuracy, consistency, sharpness, visual defects (specular highlights, newton rings, etc.), completeness and collation, and stitch errors in the case of oversized objects; will review technical metadata to ensure that all appropriate fields are correctly populated; and will review the filenames and directory structure for adherence to the project's requirements. If any aspect of the deliverables fails to meet project requirements, the photographer will be notified, asked to correct the error, and then the files will be reviewed again.

Once all deliverable files from the project have successfully passed through the quality control process, the project manager will then perform a final review of the deliverables as a further assurance against the delivery of files that do not meet the project's requirements or the image quality standards of the department. In the rare case that any errors are identified at this stage, the project manager will return the delivery medium to the staff person that performed quality control with an explanation of the errors, and a request for further review of the deliverable files. After this review, the photographer will be notified of any additional errors identified, asked to correct them, and the files reviewed again, until all files are deemed acceptable.

v. Project Completion

Following quality control and file validation, if required, the project will be considered complete. The project manager will then formally sign off on the project's completion, verify that the amount to be invoiced is correct, and hand the project's folder to administrative staff to prepare the final invoice. Alternatively, invoicing can occur on a regularly scheduled basis for work completed up to that point, e.g. monthly or quarterly. The project folder will then be transferred to the Registrar, who will coordinate the return of the original materials and deliverable files with the project's designated representative. Once all aspects of a project are complete, the project records are filed for permanent retention. For large, multi-phase projects, the above workflow is modified as necessary to accommodate the specific delivery and invoicing requirements of the project.

vi. Packing and Shipping of Digital Files

Packing slips listing the contents will accompany each shipment. NEDCC will verify receipt of the shipment against the packing slip at the item level. The client's project manager will be notified of any discrepancies.

All material received in a shipment will be returned together alongside the digital deliverables. Files will be delivered on gold-on-gold CDs/DVDs, USB flash drives or USB external hard drive as dictated by the volume of data generated by the project and the client's requirements. Shipment of original materials and digital files will always be separated by at least 5 working days. Each shipment will contain its own unique packing list.

h. Digital Imaging Equipment and Tools

NEDCC's Imaging Services Department relies on a number of purpose-designed imaging workstations for the variety of bound, paper-based, photographic, and 3-dimensional objects that it digitally reformats. To the degree possible it relies on consistent hardware and software tools across the different workstations to improve flexibility and ensure consistent quality.

i. Image Capture Workstations

Oversize Imaging Station: A station featuring a custom engineered 5' x 8' XY vacuum table, designed to move along both the X- and Y-axes while a camera remains stationary overhead. The station was developed to ensure the safety of large format material while still meeting the resolution requirements established by FADGI. Items are imaged in multiple overlapping segments, under uniform lighting provided by Broncolor strobes and with an apochromatic flat-field Schneider lens, and those segments are assembled post-capture into a single high-resolution digital representation of the item. This station utilizes a medium format PhaseOne IQ3 100 digital back.

Two Film Capture Stations: Two stations featuring customized Broncolor strobe-based light-tables, capable of imaging transmissive originals, including nitrate, acetate, and polyester film bases, as well as glass, all up to 11" x 14" (though larger formats can be imaged in overlapping segments and those segments stitched together if required). The light tables allow for flexible light output and high shutter speeds, producing exceptionally sharp digital files that meet FADGI-recommended resolutions for transmissive material. These stations also utilize Schneider



Senior Photographer David Joyall positions an oversize poster on NEDCC's XY table.



Digital capture of a glass plate negative.

apochromatic flat-field lenses, and one station includes a PhaseOne IQ180 digital back, while the other includes a PhaseOne IQ3 100 digital back.

Book Capture Station: A customized book cradle, ideal for efficiently and safely imaging stably bound books by supporting binding boards separately to maintain consistent focus across two-page spreads. This station also utilizes Broncolor strobe-based lighting, an IQ180 digital back and a Rodenstock apochromatic flat-field lens.

Two Multi-Functional Workstations: Stations used for capturing loose archival and manuscript material, photographic prints and other graphic materials, cased photographs, books with tight or delicate bindings, and artwork on paper. These stations utilize copy stands, Broncolor strobe-based lighting, and also utilize Schneider apochromatic flat-field lenses and medium format PhaseOne IQ180 digital backs.

Epson Stylus Pro 9900 Inkjet Printer: A 44” wide-format professional grade inkjet printer, used for printing reproductions of objects for which long-term display is discouraged. All printing performed at NEDCC utilizes pigment-based inks and archival quality paper assessed for longevity in consultation with NEDCC’s photograph conservators. For reproductions requiring exceptionally accurate color reproduction, a GTI D50 viewing booth is available for perceptual color matching.



A fragile page is carefully positioned under the camera for capture.



Collections Photographer Tim Gurczak monitors the progress of a facsimile printing job.

ii. Computers and Monitors

Each photographer in NEDCC’s Imaging Services Department is assigned a mid-2017 15” MacBook Pro with a 2.9 GHz quad-core i7 Intel processor, 1 TB SSD, 16 GB RAM, and Radeon Pro 560 GPU. Each image capture workstation and each post-processing workstation is equipped with a Thunderbolt 3 dock, connected to all requisite peripherals of a given station, to allow photographers to move seamlessly between capture and post-processing stations. This reduces the total number of computers and licenses needed, and improves flexibility and efficiency. Three MacPro computers, each with a 3.5 GHz 6-Core Intel Xeon E5 processors, 16 GBs of RAM, Dual AMD FirePro D500 GPUs, and a 500 GB SSD, are available to all photographers, and are used for any project requiring exceptional processing power, such as stitching images captured from large format materials. A Windows PC is also maintained in the studio, and is used for running PC-only software applications. All image capture and post-processing workstations are equipped with either 24” or 27” Eizo self-calibrating monitors capable of reproducing 97% of the Adobe RGB 1998 color space.

iii. Software

NEDCC's Imaging Services Department relies on a variety of software tools for image capture and processing, with each selected for its respective features and capabilities. Image capture is typically undertaken with Capture One Cultural Heritage when imaging with PhaseOne medium format digital backs or Capture One Pro when imaging with Nikon. The majority of post-processing, including neutral balancing, de-skewing, cropping, and renaming, is conducted in Capture One (Cultural Heritage or Pro), from which Preservation Master and Access files are processed. For large format materials requiring file stitching, the department uses a combination of Adobe Photoshop, PTGui Pro, or Autopano Giga. The particular stitching software used for a given project is determined by the photographer, and is based on the visual characteristics of the material and his/her understanding of the relative strengths and weaknesses of each program.

The department relies on more specialized software for its administrative and quality assurance needs. In particular, X-Rite's i1 Profiler is used for generating custom input and output profiles for cameras, displays, and printers; GoldenThread is used for validating imaging system performance; JHOVE2 and DROID are used for master file validation and characterization; Baggit is used for clients requesting digital deliverables in "Bags"; and BitLocker is used for clients requesting that digital deliverables be encrypted prior to delivery. NEDCC as a whole also relies on a customized installation of Quick Base, a relational web-based database, to facilitate project management across the Center, including registering client materials, tasking and time management, and administration and invoicing.

2. Document your firm's experience in providing Historic Document Conservation services.

a. Executive Summary

NEDCC adheres to the *Code of Ethics and Guidelines for Practice* of the American Institute for Conservation (AIC). Written and photographic documentation are kept for all work, and final treatment reports are produced. Treatment is performed in accordance with the highest professional standards, using permanent, durable materials. Techniques employed are reversible, as possible, and non-damaging, and emphasis is placed on maintaining the integrity of the artifact. NEDCC's staff makes every effort to work as efficiently and economically as possible while upholding these standards and practices and working safely.

NEDCC is an institutional member of AIC, and all conservators on staff are individual members of AIC. NEDCC encourages the professional development of conservation staff through study and attendance at workshops, classes, and professional meetings. NEDCC's conservators attend and speak at professional meetings, including those of AIC, as well as publish.

NEDCC specializes in the treatment and preservation of paper-based objects and is particularly qualified to offer the services specified. Staff members in the Book Conservation Laboratory, Paper and Photograph Conservation Laboratory, Imaging Department, Audio Preservation Department, and Preservation Services Department are deeply experienced in their area of specialization. NEDCC is known nationally for the knowledge, skill, experience and versatility of its conservation and preservation professionals. Its large facility, with well-equipped laboratories and secure, climate-controlled storage area, provides for efficient treatment, reformatting and storage of a wide variety of objects.

NEDCC is one of the most active centers of book, paper and photograph conservation in the country. As NEDCC's conservation lab staff include: twelve (12) full-time conservators, two (2) full-time conservation fellows, two (2) full-time conservation technicians, and one (1) full-time preparator.

In addition to treatment, conservation staff conduct onsite collection- and item-levels assessments, offer customized consulting services, and provide workshops and webinars related to preservation and conservation of collections. In addition to income generated by our fee-based services, support for these activities are provided by the National Endowment for the Humanities (NEH), the Institute of Museum and Library Services (IMLS), the Mellon Foundation, and the Massachusetts Cultural Council. All of these funders have rigorous review and reporting standards, which speaks to NEDCC's commitment to providing high-quality services that are vetted by leaders within the cultural heritage community.

The Center's reputation for excellence in conservation treatment comes from the skills of its conservators and the variety of materials that the staff can treat. The paper conservation laboratory is staffed by professional conservators experienced in the conservation of documents, maps, photographs, parchment, architectural and other oversized drawings, wallpaper, and works of art on paper, including drawings and paintings in all media, prints, collage, and contemporary works. Specialties include the conservation of art on paper, photographs, parchment and oversized materials. The lab offers all the standard paper conservation procedures, as well as highly specialized treatments. NEDCC also treats works with unusual formats such as globes and composite materials with paper components. A range of treatment options is offered from basic stabilization to total restoration.

NEDCC's book conservators are experienced in treating both manuscript and printed bound materials dating from the tenth through the twenty-first centuries. The book conservation staff has experience treating volumes bound in a variety of materials including leather, cloth, parchment, and paper and offers a full range of treatment options for book pages. Book conservators have a wide range of experience but also specialize in areas such as treatment of nineteenth century cloth publishers' bindings, scrapbooks, Japanese bindings and parchment bindings.

Collaboration between the two laboratories makes possible the treatment of complex artifacts that require the expertise of paper, photograph and book conservators and assures high standards of practice in all aspects of the Center's conservation programs. The availability of photographic duplication and digital imaging services in the same facility makes it possible for very fragile objects to be reformatted and conserved without undergoing the physical stress of moving them from one location to another.

Stabilizing and strengthening objects are the primary goals of conservation, and conservators at NEDCC work to maintain or improve readability of text or image, to ensure durability, and to maintain the aesthetic quality of objects. All materials are carefully examined in the laboratory in order to create treatment proposals and cost estimates for work to be performed. Conservators recommend the best treatment for individual objects in light of an object's condition, aesthetics, historic and artifactual value, and expected use and storage.

Since its founding, NEDCC has served thousands of nonprofit institutions and private collectors through its laboratory services; it has reached many thousands more through its consulting and educational programs. Clients range from large federal institutions such as the National Park Service and the National Archives to small public libraries, town clerks' offices, and local historical societies. NEDCC has treated many significant documents, photographs, and books in its region and throughout the US. It has treated journals from the Lewis and Clark expedition; manuscripts of Thomas Jefferson, George Washington, and Thomas Edison; wallpaper from the home of Henry Wadsworth Longfellow; mammoth views of the

American West by photographers W. H. Jackson and Carlton Watkins; the globe used by Franklin Roosevelt during his presidency; and the Bradford Manuscript.

Institutional and private clients that seek NEDCC's preservation and conservation services regularly are evidence of the quality and professionalism of the services provided by NEDCC's laboratory, imaging and preservation service staff. The Beinecke Rare Book and Manuscript Library, the Boston, Cleveland and New York Public Libraries, National Baseball Hall of Fame, National Library of Medicine, and the United States Golf Association are institutions with knowledgeable staffs that repeatedly contract with NEDCC to perform significant conservation work and consult NEDCC staff regularly regarding preservation concerns. NEDCC has surveyed collections and conserved a number of unbound documents and bound records held by many towns and municipalities including the Towns of Arlington, Bedford, Chelmsford, Dartmouth, Dighton, Lincoln, Norwood, Sandwich, Sudbury, Wayland, Wales, Wellesley, Westford, Wilmington, and Wellesley, MA.

NEDCC would be pleased to provide conservation and imaging services to aid in the preservation of historic materials held by the Town of Lexington.

b. Related Experience

NEDCC is fortunate to have the space, staff, equipment, and tools required to provide a variety of conservation and preservation services for research materials, especially those requiring the most extensive conservation treatment or those in deteriorated condition requiring special handling. NEDCC has had extensive experience in treating exceptionally rare books for many clients, and many of these projects have involved treating large numbers of books as well as maps and documents. Treatments have ranged from full conservation (e.g., disassembly, washing, aqueous deacidification, mending and guarding, resewing and rebinding for rare books) to more conservative treatments, such as surface cleaning, nonaqueous deacidification and housing. NEDCC has considerable experience in repair of historic bindings, treatment of works-of-art on paper with complex media problems, treatment of oversize objects, and reformatting of very fragile and difficult to handle materials.

Federal agencies for whom NEDCC has performed conservation services include the National Archives, the Library of Congress, the National Park Service, the U.S. Navy Department Library, the Marine Corps Library, the National Agricultural Library, the U.S. Department of State Library, the U.S. Pharmacopeia Library, the National Oceanic and Atmospheric Administration, Naval Observatory Library, the U.S. Army Corps of Engineers, and numerous presidential libraries.

In addition, NEDCC's conservation and imaging staffs have provided services to numerous state, local, and private agencies such as the Boston, New York and Cleveland Public Libraries, the State Library of Massachusetts, the Beinecke Rare Book and Manuscript Library at Yale University, the National Baseball Hall of Fame, and numerous public record offices including: the Towns of Greenwich, CT and Wayland and Sudbury, MA; Massachusetts State Archives; and the New Hampshire and Maine State Libraries.

c. Compliance with Professional Standards

As stated in the Executive Summary above, the Northeast Document Conservation Center (NEDCC) adheres to the *Code of Ethics and Guidelines for Practice* of the American Institute for Conservation (AIC). Written and photographic documentation are kept for all work, and final treatment reports are produced. Treatment is performed in accordance with the highest professional standards, using permanent, durable materials. Techniques employed are reversible and non-damaging, and emphasis is placed on maintaining the integrity of the artifact. NEDCC's staff makes every effort to work as efficiently and economically as possible while upholding these standards and practices and working

safely. NEDCC conservators recognize the practical application of the Commentaries and work with clients to meet their needs while adhering to the *Code of Ethics and Guidelines for Practice*.

NEDCC is an institutional member of AIC, and all conservators on staff are individual members of AIC. NEDCC encourages the professional development of conservation staff through study and attendance at workshops, classes, and professional meetings. NEDCC's conservators attend and speak at professional meetings, including those of AIC, as well as publish. In addition, conservators attend AIC-sponsored mid-level career training, and other professional meetings related to the field including those of the Society of American Archivists (SAA) and the American Library Association (ALA), and are active members in the New England Conservation Association and the Guild of Book Workers.

3. Provide a staffing plan listing those persons to be assigned to the contract if your firm is selected.

Bill Veillette, NEDCC's Executive Director is the overall manager for projects with all clients. The Executive Director receives and approves all contracts and manages all administrative matters pertaining to each project. The Executive Director meets with Department Directors to establish schedules, oversees coordination between departments, arranges for insurance coverage of clients' materials, and assures that all contractual and financial obligations are met.

Joanne Masse, NEDCC's bookkeeper, processes accounts receivable for all departments.

Bexx Caswell-Olson, Director of Book Conservation, will manage all aspects of the conservation work, and will serve as the main point of contact with the Town of Lexington. **Terrance D'Ambrosio, Director of Imaging Services**, will manage all aspects of digital imaging.

Department Directors assign responsibility for examining and estimating each object or collection submitted for treatment or reformatting to one of the professionals on their staffs. After the project is approved, they schedule the work in consultation with the Executive Director. Each conservation project is assigned to one or more conservators based on the conservator's experience and skills and the number of hours of labor estimated to carry out the treatment; imaging projects are assigned similarly. Department Directors establish priority systems for allocation of each laboratory staff member's time and establish project deadlines for completion of the work. As directors of the laboratories, they are responsible for adhering to production schedules, and they work with clients to ensure the smooth completion of each project.

Descriptions of the experience and expertise of NEDCC's conservation and imaging personnel are included as specified in **Additional Question C: Personnel Expertise Summary**. Resumes for key personnel are included in **Attachment B: Staff Resumes**.

4. Provide a description of resources of the firm (i.e., background, location, experience, staff resources, financial resources, other resources, etc.).

a. Background

The Northeast Document Conservation Center (NEDCC) is a nonprofit, regional conservation center, specializing in the preservation of paper-based materials for libraries, archives, museums, and other collection-holding institutions as well as private collections. NEDCC was founded in 1973 with a

threefold mission: to improve the preservation programs of cultural institutions; to provide the highest quality conservation and reformatting services to institutions that do not have in-house conservation facilities or that require specialized expertise; and to provide leadership within the preservation and conservation fields.

To accomplish its mission, NEDCC maintains five distinct departments: Paper and Photograph Conservation, Book Conservation, Imaging Services, Audio Preservation and Preservation Services. Paper, photograph and book conservation, digital imaging and negative duplication, and audio reformatting are provided on a fee-for-service basis. Through its preservation services, NEDCC provides consultation, educational programs, and disaster planning and assistance.

NEDCC is located in a facility designed to meet its specialized needs as a conservation laboratory at 100 Brickstone Square, in Andover, Massachusetts. Its headquarters are located in a fire-proof 1920's mill building with masonry construction, including eight-inch thick concrete floors. The facility occupies 20,000 square feet and provides comprehensive security systems and environmental controls. In addition to the conservation laboratories, there is a large limited access storage area with a separate security system, a shipping and receiving area, and separate areas for matting and framing and for photographic documentation. The conservation laboratory provides space for a staff of seventeen.

NEDCC is fortunate to have the space, staff, equipment, and tools required to provide a variety of conservation and preservation services for research materials, especially those requiring the most extensive conservation treatment or those in deteriorated condition requiring special handling. NEDCC has had extensive experience in treating bound manuscript records and rare books for many clients. Many projects have involved treating large numbers of books, maps and documents. Treatments for bound material including record books have ranged from full conservation (i.e., disassembly, washing, aqueous deacidification, mending and guarding, resewing and rebinding for rare books) to more conservative treatments, such as surface cleaning, nonaqueous deacidification and housing. NEDCC has considerable experience in repair of historic bindings, treatment of works-of-art on paper with complex media problems, treatment of oversize objects, globes and historic wallpaper, and reformatting of very fragile and difficult to handle materials. NEDCC's in-house imaging lab allows for joint conservation and digitization projects to be carried out in one facility.

A board of directors that includes state librarians and archivists, business leaders, and distinguished colleagues governs NEDCC. The Center's staff numbers fifty (50) and counting, and its annual budget is over \$4 million. NEDCC is incorporated in the Commonwealth of Massachusetts. NEDCC is financially solvent. The most recent tax return can be supplied on request if needed.

b. Performance History

NEDCC has a proven track record of meeting cost estimates and time commitments, having completed many large projects to meet contract deadlines, grant deadlines, and exhibition openings. NEDCC has worked on a variety of large projects including the conservation and imaging of various record books, valuation lists, and manuscripts documents belonging to cities and towns throughout the state. Many of these projects were funded by monies raised by the Community Preservation Act. In 2016, 14 miniature illuminations on parchment were conserved for the Boston Public Library in preparation for an exhibition. Tape was removed, flaking media was consolidated, and each illumination was framed for exhibition and

storage. This incredibly detailed work was accomplished under a tight deadline. NEDCC recently completed a long-term project with Yale University's Beinecke Rare Book and Manuscript Library to conserve over 170 books from the 1742 Collection. The work was carried out over the course of 4 years, and required frequent communication with library staff.

Ongoing projects that involve negotiated or firm fixed price contracts include annual contracts with the Texas General Land Office. NEDCC conservators have been conserving groups of nineteenth century maps in very poor condition for the Texas GLO since 2000. These large maps are both legally and historically important, have presented conservation challenges, and have been met with approval following treatment.

The Imaging Services Department is currently working on a project to rehouse, describe and digitize the photographic holdings of the Haverhill Public Library, including 19th century glass plate negatives, extremely early nitrate negatives, late 19th century and early 20th century photographs, and virtually every other form of photographic media. The material is often fragile, and the multi-stage process requires considerable patience and attention to detail on the part of the photographers. The client has been extremely happy the results thus far, and two of the proposed five phases of the project have been completed and the work delivered.

All of the projects described above were completed to the clients' satisfaction and within cost estimates.

5. Provide at least three references from public entities and 3 private/non-profit references that have recently been provided services by your firm within the past 3 years.

As requested in RFP #24-34, projects of the list of clients on the following pages represent conservation and digital imaging projects valued in excess of \$100,000 and which were carried out or awarded within the last three years.

Additional references are included on **Form B: Statement of Competency**

REFERENCES

Customer Name	Years as a Customer	Street	City, State, Zip	Contact Person	Telephone Number	Type
American Academy of Arts & Sciences	14	136 Irving Street	Cambridge, MA 02138	Michele Lavoie	(617) 441-6128	Private / Non-Profit
Boston Symphony Orchestra	26	Symphony Hall, 301 Massachusetts Ave.	Boston, MA 02115	Bridget P. Carr	(617) 638-9434	Private / Non-Profit
Chelmsford, Town of	46	50 Billerica Road	Chelmsford, MA 01824	Tricia Dzuris	(978) 250-5205	Public
Cold Spring Harbor Laboratory	3	1 Bungtown Road	Cold Spring Harbor, NY 11724	Ludmila Pollock	(516) 367-8493	Private / Non-Profit
Harvard University Libraries	51	11 Harvard Yard	Cambridge, MA 02138	Matthew Wittmann	(617) 495-2445	Private / Non-Profit
Historic New England	18	141 Cambridge Street	Boston, MA 02112	Lorna Condon	(617) 994-5944	Private / Non-Profit
Isabella Stewart Gardner Museum	29	25 Evans Way	Boston, MA 02115	Shana McKenna	(617) 278-5113	Private / Non-Profit
John F. Kennedy Library & Museum	50	Columbia Point	Boston, MA 02125	James Roth	(617) 544-1600	Private / Non-Profit
Mass. Department of Conservation (DCR)	35	10 Park Plaza, Suite 6620	Boston, MA 02116	Sean Fisher	(339) 224-3558	Public
New Hampshire State Law Library	7	Supreme Court Bldg., One Charles Doe Drive	Concord, NH 03301	Mary S. Searles	(603) 271-3777	Public
Peabody Essex Museum	46	East India Square	Salem, MA 01970	John Childs	(978) 542-1554	Private / Non-Profit
Queens College - Louis Armstrong Archives	40	65-30 Kissena Boulevard, Rosenthal Library, Room 332	Flushing, NY 11367	Ricky Riccardi	(718) 997-3670	Private / Non-Profit
Rockefeller Archive Center	14	15 Dayton Avenue	Sleepy Hollow, NY 10591	Jenna Fleming	(914) 366-6321	Private / Non-Profit
State Library of Massachusetts	51	State House, Rm 341	Boston, MA 02133	Elizabeth Roscio	(617) 727-2595	Public
Wellesley College - Margaret Clapp Library	46	106 Central Street	Wellesley, MA 02481	Marci Hahn-Fabris	(781) 283-3331	Private / Non-Profit
Yale University - Beinecke Rare Book & Manuscript Library	51	PO Box 208330, 121 Wall Street	New Haven, CT	Rebecca Hatcher	(203) 432-2960	Private / Non-Profit
Yale University - Sterling Memorial Library	51	PO Box 208240	New Haven, CT	Robert Klingenberg	(203) 432-1715	Private / Non-Profit

6. **If your firm has been engaged in any litigation involving a sum of \$100,000 or more or, subject to any professional disciplinary action over the last three years, you must provide a description of the litigation or disciplinary action. Also, provide a description of any ongoing investigations or litigation matters involving your firm, its directors, officers and principals and any individuals employed by the firm since January 1, 2008.**

NEDCC has not been engaged in any litigation involving a sum of \$100,000 or more in the last three years, and is not under any ongoing investigation.

7. **Provide the name, address, telephone number, fax number, and e-mail address of the individual or individuals responsible for the preparation of your firm's submission who may be contacted in the event of questions.**

Northeast Document Conservation Center

100 Brickstone Square
Andover, MA 01810
978-470-1010
www.nedcc.org

Director of Book Conservation

Bexx Caswell-Olson
978-470-1010 ext. 234
bcaswell@nedcc.org

Director of Imaging Services

Terrance D'Ambrosio
978-470-1010 ext. 214
tdambrosio@nedcc.org

8. **Indicate the location where services will be performed. You must document the ability to provide responsive service from the identified location. A contractor may specify a geographic service area.**

NEDCC is located at 100 Brickstone Square on Andover, MA and services clients nationwide. Our 20,000 square foot facility houses all Conservation and Imaging staff together under one roof. Located only 23.5 miles from the Lexington Town Offices, NEDCC can be reached in under 35 minutes.

C. Terms

The Town reserves the right to enter into an annual contract with the selected firm, renewable, to provide services as described herein. The initial term of the agreement shall be from **March 1, 2024 through February 29, 2027**, with the option for two (2) one (1) year contract extensions to end on **February 28, 2029** at the Town's sole discretion.

III. Contractor's Facilities

A. Security & Fire Protection

While at the contractor's facilities, all Town of Lexington property shall be stored in a secure area and protected from theft or damage, meeting, at minimum, the following standards:

- The manuscripts shall be stored in a fire resistant room when not undergoing treatment, rehousing, or documentation; the room in which the material is stored shall be locked and alarmed during non-work hours. The fire resistant storage room shall have a rating of at least 3 hours of fire resistance.
- The contractor facility shall be located within the continental U.S. with a preferred driving distance from Lexington that supports delivery and retrieval of items, frequent on-site conferencing, and/or immediate access should the retrieval of materials and information contained therein be desired or warranted; have locks on all doors and windows providing access to the facility, and a 24-hour electronic security system connected to and monitored by a central control station.
- The contractor's facilities shall be equipped with an automatic fire detection system that meets NFPA 72, National Fire Alarm Code and automatic sprinkler protection and/or portable fire extinguishers suitable for a Class A fire in accordance with NFPA 10, Standard for Portable Fire Extinguishers, or standpipe systems in accordance with NFPA 14, Standard for the Installation of Standpipe and Hose Systems.

NEDCC Response: NEDCC's storage practices and dedicated storage vault meets all of the above requirements.

NEDCC is located only 23.5 miles away from the Lexington Town Offices making pickup/delivery of materials, onsite conferencing, and access to materials will not be a problem due to NEDCC's proximity to the Town.

Security systems include perimeter intrusion and motion detection alarms, both linked to the Andover Police Department and to the Essex Alarm Company. In the event that telephone communications are impaired, contact is preserved with the police and alarm company by means of a dedicated radio transmitter. Perimeter alarms are in place for the entire facility, and the collections storage area is equipped with its own keyed and alarmed entrances.

Access to the storage area is highly restricted and limited to a few staff members. Separate keys for both doors and alarm codes are necessary to enter the perimeter and storage areas. Motion detectors are located throughout the facility, including the storage area. The building complex's management company also provides 24-hour surveillance.

NEDCC's fire protection meets the above guidelines. Fire and smoke detection equipment at NEDCC includes photoelectric and ionization smoke detectors and heat sensors. Water alarms have been installed in critical areas. The system will activate a local alarm and is wired to the Andover Fire Department. Additionally, the system is monitored twenty-four hours a day by Essex Alarm Company and the management of Brickstone Square. The dedicated radio transmitter preserves contact with the fire and alarm companies. Annunciator panels at the front and rear entrances provide the ability to rapidly identify the location and source of a signal.

NEDCC is protected throughout the facility by a pre-action fire suppression system that requires a two-signal redundancy to activate water flow into the pipes and employs individual-release sprinkler heads. This effectively protects against accidental discharge. Any change in air pressure in the system is reported directly to the Andover Fire Department, the 24-hour monitoring company, and the building security force. Staff who live nearby are also on-call twenty-four hours a day for emergency response.

B. Climate Control

The contractor shall provide climate control 24 hours a day, seven days a week.

- *Temperature* — the temperature of the storage/work area shall not exceed 70° F or fluctuate more than $\pm 2^{\circ}\text{F}$ in any 24-hour period.
- *Humidity* — the relative humidity of the storage/work area shall be within a range of 30-50% RH and shall not fluctuate more than $\pm 3\%$ RH in any 24-hour period.
- *Light* — the collection shall be stored in enclosures that block out light. During treatment, the contractor shall protect the documents from overexposure to light, especially daylight and unfiltered fluorescent light.
- *Environmental data* — the contractor shall continuously collect temperature and relative humidity data in the storage area using a hygrothermograph or datalogger. All data charts shall be available for review by the Town of Lexington throughout the life of the contract.

Should any deviation from these conditions arise, the contractor shall notify the Town of Lexington of the situation and immediately initiate corrective measures to insure the safety and stability of the collection.

NEDCC Response: NEDCC's facility meets all of the above guidelines. NEDCC's laboratories and storage area are managed by state-of-the-art climate control systems. Temperature and humidity are continuously monitored by computerized controls, and adjustments are made by engineers who monitor the system from off-site terminals.

The set points for NEDCC's storage vault are seventy degrees Fahrenheit and 50% relative humidity (RH), both of which are maintained to plus or minus two degrees. The set points for the laboratories are maintained at 70 degrees Fahrenheit and 45% RH; temperature is maintained at plus or minus two. Because there is a great deal of activity in the laboratories that includes movement of conservators and objects in and out of the labs and aqueous treatment of objects, RH in the labs is less closely maintained to a variation around the set point of plus or minus 5 degrees.

PEM2 dataloggers are located in the laboratories and storage areas, and data is uploaded to eClimate Notebook on a monthly basis. The HVAC is fitted with particulate filters to minimize the presence of dust and other airborne particulates.

Light fixtures throughout the Center are fitted with LEDs, which do not produce UV light. At the end of the workday, all client materials are put into storage to reduce light exposure during off-hours.

C. Pest Monitoring and Control

The contractor shall have a routine pest-monitoring program in place that includes routine inspections of storage furniture and incoming collections. Other collections that show evidence of insect or other pest infestation must not be stored in the same area as the Town of Lexington's collection.

NEDCC Response: NEDCC has a comprehensive pest monitoring program in place. Insect traps are located in designated areas throughout the Center, and are checked on a monthly basis. The quantity and type of insects observed are recorded in a spreadsheet and tracked seasonally. Should any abnormal insect activity be detected, steps are taken to correct the problem before an infestation arises. No infestations have been reported.

A preliminary examination of materials is made before they are placed in storage to identify any potential storage issues. NEDCC will not knowingly accept materials with active insect infestations, and clients are asked to carefully wrap and identify materials that are mold damaged and those that have been exposed to mold. Items identified as mold-damaged are examined in the fume hoods. Mold-damaged objects are wrapped and housed in a separately-vented quarantine room with negative air pressure. It is very unusual to receive items with live insects, but if any are suspected, the objects are immediately isolated. They are housed in sealed bags with sticky traps until arrangements can be made for their removal and treatment.

D. Containers and Storage Furniture

The contractor shall keep the collection stored in appropriate containers and storage furniture.

NEDCC Response: NEDCC's storage furniture meets or exceeds guidelines for best practices and includes powder-coated steel shelving or locking museum cabinets for bound materials, and powder-coated steel flat file cabinets for unbound materials.

During treatment, bound materials may be stored at the Conservator's workbench, in drawers lined with MicroChamber paper. If temporary enclosures are needed, only archival-quality boxes are used.

E. Additional Precautions

There shall be no smoking, eating, or drinking in areas in which Town of Lexington documents are photographed, examined, treated, rehoused, or stored.

The contractor's facilities shall be subject to inspection and approval by representatives of the Town of Lexington, before and at any time during the performance of the service.

NEDCC's Response: Smoking is not permitted at NEDCC. Food and drink are not permitted in the laboratories or storage areas.

The Town of Lexington is welcome to visit our facility for inspection at any time during our normal business hours of Monday-Friday, 8:30-4:30. Advance notice is requested, but is not required.

IV. Transportation

A. Document Delivery & Return

The Town of Lexington shall pack the collection, using appropriate shipping containers and packaging methods, for pick-up by the contractor for transportation in a secure, clean, and climate-controlled vehicle. Upon completion of the project, the contractor shall pack the collection for return to the Town of Lexington using appropriate shipping containers and packing methods. The contractor shall prepare and submit an inventory like the one described below for the return shipment(s). The Town of Lexington may provide transportation of the documents to and from the contractor when deemed necessary.

NEDCC Response: NEDCC's Registrar will provide transportation for the materials to and from the Town Offices. Materials will be transported in NEDCC's company owned vehicle, and will be covered by insurance when in transit. NEDCC's vehicle has standard heat and air-conditioning.

Upon completion of the project, NEDCC's Registrar will pack materials for transport. Each item will be wrapped in clean, smooth paper to prevent damage or loss of loose pieces in transit. Volumes will be securely packed into boxes with additional padding to absorb shock and prevent shifting.

B. Transportation Security

The contractor shall provide detailed information regarding the procedures involved in transporting documents in secure vehicle to ensure safety, security and protection of materials.

NEDCC Response: As stated in the RFP, The Town of Lexington will pack materials for transport to NEDCC. NEDCC's Registrar can assist with this task upon request. Boxes should be labeled with their contents and an inventory list should be provided by the Town.

Materials will be transported in NEDCC's company owned vehicle, and will be covered by insurance when in transit. NEDCC's vehicle has standard heat and air-conditioning and is regularly serviced and inspected. If necessary, boxes will be placed inside secondary enclosures constructed of rigid plastic. This will allow boxes to be stacked without the risk of crushing materials below. Materials will be secured inside the van to prevent shifting during transit. As materials are loaded into the van, the Registrar will check to ensure that the contents match those described on the Town's inventory list. All materials on the list will be accounted for before departure. A property receipt with the complete inventory list will be provided to the Town at the time of pick-up.

Upon arrival at NEDCC, the Registrar checks materials against the inventory list provided by the Town to ensure that all materials in the shipment are accounted for. He then assigns the project a unique job number and assigns the material a location in NEDCC's secure storage area. This information is entered into NEDCC's project management database. A handwritten log is also maintained. When materials are removed from storage for examination or treatment, they must be signed out by a member of the conservation or imaging staff. The location of each item is recorded in both a physical log, and in NEDCC's project management database, and its movement between conservation, imaging, and storage is tracked during treatment.

On completion of treatment, each object is individually wrapped either in the conservation lab or in the wrapping and packing area in NEDCC's secure storage area, along with any accompanying materials such as a previous binding or any extraneous fragments or scraps included with the object on receipt. At this point, the conservator or Registrar prepares a packing slip. A second staff member witnesses the wrapping of the objects and signs the packing slip. Wrapped volumes are then loaded into transfer boxes

and packed with bubble wrap to keep the contents of the boxes from shifting. Objects are stored in NEDCC's secure storage vault until they are returned to the collections-holding institution.

NEDCC's Registrar will schedule return delivery of materials when the project is complete.

C. Transport Inventory

The Town of Lexington's staff shall prepare an inventory that lists each file or volume in the shipment. The contractor shall verify the list and acknowledge receipt by returning an annotated and signed copy of the inventory.

NEDCC Response: NEDCC's Registrar will verify the contents of the shipment at the time of transport. If the inventory list provided by the Town does not match the shipment, the inventory list will be annotated and submitted to the client with a property receipt. The property receipt is signed by both parties at the time of pick-up.

Upon completion of the project, NEDCC's Registrar will verify that all materials in the original shipment are accounted for before preparing the materials for return transit. Upon return delivery, a packing slip with the contents of the shipment and in inventory will be provided to the Town and a signature is required on receipt of the materials.

V. Quality Control Requirements

A. Quality Control Procedures

A quality control program shall be initiated, documented, and maintained by the contractor throughout the life of this project. The quality control plan shall address all specifications and reporting requirements associated with each phase of the services beginning with receipt of the collection through the acceptance of the treated collection by the Town of Lexington. The program shall include use of generally accepted treatment practices.

i. Quality Control of Conservation

The Director of Book Conservation meets with lab staff on a weekly basis to ensure that project timelines and goals are being met. She will also meet with individual conservators as needed to discuss treatment outcomes and address specific questions. She closely monitors the progress of all projects to ensure that the work is performed as specified.

After conservation is complete, the Director of Book Conservation inspects each object following treatment, reviewing the client's specifications as well as NEDCC's original treatment proposal. She checks to make sure that each step of treatment has been completed successfully and inspects the quality of the work. If any work is incomplete or not of high quality, the conservator is directed to correct any deficiencies in accordance with detailed instructions for improving the work. No work will be returned to the client if it does not meet expectations for quality.

ii. Quality Control of Digital Imaging

In line with FADGI recommendations, a quality control check of each image is made from the delivery media, focusing on sharpness, color and tonal accuracy, spatial distortions, image noise, the completeness and collation of files from complex objects, the consistency of file characteristics, file naming conventions, and directory structures. Only the senior or associate photographer perform quality control, and the process involves both a cursory examination of all deliverable files, as well as a close examination at 100% magnification of 10% of deliverable files. During both the cursory and close examination, the senior or associate photographer will specifically monitor tonal and coloristic accuracy, consistency, sharpness, visual defects (specular highlights, newton rings, etc.), completeness and collation, and stitch errors in the case of oversized objects; will review technical metadata to ensure that all appropriate fields are correctly populated; and will review the filenames and directory structure for adherence to the project's requirements. If any aspect of the deliverables fails to meet project requirements, the photographer will be notified, asked to correct the error, and then the files will be reviewed again.

Once all deliverable files from the project have successfully passed through the quality control process, the project manager will then perform a final review of the deliverables as a further assurance against the delivery of files that do not meet the project's requirements or the image quality standards of the department. In the rare case that any errors are identified at this stage, the project manager will return the delivery medium to the staff person that performed quality control with an explanation of the errors, and a request for further review of the deliverable files. After this review, the photographer will be notified of any additional errors identified, asked to correct them, and the files reviewed again, until all files are deemed acceptable.

B. Acceptance of Deliverables

The Town of Lexington shall require three weeks after receipt for inspection of deliverables prior to notification of the contractor of acceptance or rejection. The following conditions shall be considered suitable grounds, but not necessarily the only grounds, for the rejection of the treatment:

- Treatment does not adhere to approved treatment plan.
- Treatment method and/or materials do not meet AIC Code of Ethics or Guidelines for Practice
- Treatment is improperly executed.

NEDCC Response: NEDCC agrees to these terms.

C. Substandard Deliverables

If the Town of Lexington determines, that all or part of the treatment of the collection does not meet criteria outlined above, and elsewhere in this RFP the part that is considered sub-standard may be returned to the contractor for further/ameliorative treatment at the contractor's expense. The Town of Lexington reserves the right to correct the work at the contractor's expense. The Town of Lexington shall assume no additional costs. In the event the conservation services performed do not meet the satisfaction of the Town of Lexington, then the contractor shall assume all shipping, handling and transportation costs for the return of the materials.

NEDCC Response: NEDCC agrees to these terms.

D. Reporting Requirements

The contractor must submit the following reports during the course of the project:

- A signed inventory per shipment, within two weeks of receipt
- Examination report(s) and treatment plan(s) as agreed upon with The Town of Lexington to which staff will act upon within two weeks of receipt.
- A brief monthly performance report that describes work accomplished and problems encountered, and identifies participating staff.
- At completion of treatment, treatment report(s) as agreed upon.
- At completion of treatment, before- and after-treatment photographs, and other photographs illustrating the course of treatment if required pursuant to page 16 of the RFP.
- On return of collection to The Town of Lexington, return shipment inventory.

NEDCC Response: NEDCC agrees to these terms.

E. Completion

The contractor shall complete all document conservation, including documentation, by a date agreed upon by the parties for each project. If the contractor discovers they will not be able to complete the project as scheduled, they must provide written notice as to why this is and the anticipated date of completion and request approval from the Town of Lexington. A project is not complete until accepted by the Town of Lexington.

NEDCC Response: NEDCC agrees to these terms.

VI. Assurances & Delivery

The Town of Lexington or a departmental representative shall inspect the work and give directions pertaining to the work. The vendor or subcontractor shall notify the Town or his representative of the time of starting work, interruptions and delays.

The Vendor shall keep the work under his personal control and shall not assign by power of attorney or otherwise, or sublet the work or any part thereof without notice and clearance by the Town.

All materials, methods of delivery, and staff involved with delivery must comply with all applicable laws, statutes, policies, and regulations. Ignorance of any law, regulation, policy, or statute is not an excuse for non-compliance with those laws, regulations, policies, or statutes. This includes but is not limited to prevailing wage, MGL 30B, MGL 30 39m, and MGL 149.

NEDCC Response: The Town will be notified via email when work is begun. The Director of Book Conservation will contact the Town as needed regarding any interruptions or delays.

A. Accessories & Insurance

Insurance

Must provide the Town of Lexington with a copy of Insurance certificates documenting amounts of coverages for:

- Public Liability and Property Damage Liability Insurance,
 - Comprehensive Vehicle Liability and Property Damage Insurance; and
 - Statutory Workman's Compensation Insurance.
 - Evidence of existing workers' compensation insurance policy must be provided in accordance with MGL Ch. 152, Section 25C and attached.
 - Insurance Requirements are attached below.
-
- Copy of W9 is required and must be attached.
 - Non-collusion and fraud certification are required, must be signed, and attached.

NEDCC Response: Please see attached a completed W9 and a signed copy of the non-collusion and fraud certification forms. Insurance is addressed in the section below.

B. Insurance Requirements

NEDCC shall carry and maintain, for the life of this contract, all insurance as specified below, and in such form as covered by this contract from all claims and liability for damages for personal injury, including accidental death, and for property damage which may arise from operations under this contract, whether such operations be by him/herself or by any person or anyone directly or indirectly employed by either of them. The coverage shall include the Town of Lexington as an additional insured and amounts of such insurance shall be as follows:

- A. Workers Compensation
 - Statutory State, Massachusetts
 - Coverage Limit, \$100,000 each employee
- B. General Liability
 - 1. Limits of Liability Combined Single Limit
 - Bodily Injury and Property Damage of \$1,000,000
 - 2. Arrangement of Coverage

- a. Premises Operations
- b. Owners and Contractors Protective
- c. Broad Form Comprehensive General Liability Endorsement or equivalent to include Broad Form Contractual, Personal Injury, Broad Form Property Damage.

Cross Liability

Professional Liability

C. Automobile

1. Limits of Liability

Combined Single Limit

Bodily Injury and Property Damage of \$1,000,000

2. Arrangement of Coverage

- a. Employer non-owned
- b. b. Hired Car
- c. All Owned or Leased Vehicles

Said policies shall be so written that the Town of Lexington will be notified of cancellation at least thirty (30) days prior to the effective date of such cancellation.

Certificates in duplicate from the insurance carrier stating the limits of liability and expiration date shall be filed with the Town of Lexington before operations are begun. Such certificates shall contain a statement referring specifically to this contract to the effect that all insurance coverage herein required has been provided. Certificates shall be filed before the award can be made. Signatures on all certificates and insurance forms must be original signatures.

Insurance under which the Town shall be named as in “Insured” or as “Additional Interest” shall be carried with an insurance company licensed to write such insurance in the Commonwealth of Massachusetts.

The Contractor shall indemnify and save harmless the Town, and all of its officers, agents, and employees from all suits, actions or claims of any character.

NEDCC Response: A certificate of insurance that meets the above specifications is included as **Attachment A: Certificate of Insurance.**

In addition to the above specifications, NEDCC maintains insurance policy coverage for client materials stored at the Center and for property in transit to and from its facility at a value of \$500 per item. Clients may purchase additional coverage at a cost of \$1 per \$1,000 of value per item per month. NEDCC does not assign, confirm, or reject the value a client places on an item. Should a covered loss occur, the client is responsible for substantiating the item’s value with the insurer. The collective insurance limit of liability is \$1.5 million; \$250,000 while in transit; \$500,000 at other locations; and \$1.5 million in any one loss or disaster.

C. Warranties

All work be completed to the satisfaction of the Town of Lexington. Should any issues be discovered after materials are returned to the Town, NEDCC will cover the expense of transportation back to NEDCC for additional work.

D. Delivery & Delivery Schedule

All materials will be available for delivery as needed within **a reasonable timeframe suitable to the Department Head** of a contract being awarded to the vendor.

Deliveries or availability of materials being picked up must be made within 48 hours of notice of need after that point.

All materials delivered or delivered “in place” will be accomplished with vehicles and equipment that are in good repair and equipped with all Federal and State required safety devices, lights, symbols, etc., visible to the traveling public from both front and rear of the vehicles and equipment, in order that accidents may be prevented.

VII. Additional Questions

A. Additional Questions A: Overall Treatment

1. Describe a typical “course of treatment” for letter/legal-sized, 19th-century manuscripts on paper with iron gall ink.

The presence of iron gall ink may impact conservation treatment decisions, as iron gall ink corrosion can be enhanced by any contact with moisture. During the initial evaluation, all black, brown, and blue manuscript inks are tested for the presence of free iron ions using distilled water and bathophenanthroline indicator paper. If the test is positive, no treatments involving moisture will be used unless washing, deacidification, and calcium phytate treatment can be carried out.

All inks are also tested for solubility in water and alcohol to determine the best course of action. Inks that are soluble should not come into contact with moisture.

Before treatment begins, the manuscripts are collated or checked for completeness if necessary. If pages are unnumbered, numbers will be written in graphite pencil in a discreet location. Any missing or misnumbered pages will be documented.

Each page is then surface cleaned using vulcanized rubber sponges, powdered and/or bar vinyl erasers, and soft brushes, as appropriate. Surface cleaning is omitted if it does not produce an appreciable improvement.

Pressure-sensitive tapes are removed using heat and a crepe eraser or organic solvent, or a combination of the above. (Rarely, tapes cannot be removed without skinning the paper or losing information underneath or on top of them. If this is the case, they are left in place.) Work utilizing solvents is carried out in the fume hood to ensure health and safety protocols are followed.

If washing is required and testing of ink permits this, documents are humidified and then immersed in a bath of filtered water/ethanol (usually 70/30) to improve the water absorption of the inked areas, thereby reducing the tendency of iron gall inks to fracture. One or more additional filtered water baths or water/ethanol baths follow this initial bath; the number depends on the stability of the inks and paper and on how long the paper continues to release degradation products.

Documents are then transferred to a bath of calcium phytate solution to neutralize the free iron and stabilize the ink. The documents are tested at ten-minute intervals, and removed from the phytate solution when tests indicate that free iron is no longer present. Calcium phytate treatment is followed by alkalization in a calcium carbonate bath which leaves a slight alkaline reserve in the paper. Documents are sized with a ½-1% gelatin solution following alkalization.

Tears are mended and fragments are reattached using Japanese tissue and wheat starch paste. Paper losses that may create a handling hazard are filled with the same materials. Documents that cannot be washed may be mended with a reversible solvent-set tissue to avoid introducing moisture to inked areas. Commercial heat-set tissues are not reversible and are **not** utilized at NEDCC.

Documents with extremely weak paper supports or with numerous tears and losses may be lined with thin Japanese paper. When there is writing on both sides, the thinnest tissue is used, so as not to interfere with the legibility of the document. When necessary, documents are flattened between blotters under light

pressure. Finally, the manuscripts are collated again and encapsulated, sleeved, foldered, or boxed as requested by the client.

2. How does the presence of iron gall ink lead you to change or modify your treatment of otherwise- similar documents? Explain.

Iron gall ink corrosion can be incredibly damaging and disfiguring. Damage includes: haloing of the ink as degradation products travel through the paper, fracturing or flaking of ink, and in severe cases, the corrosion product will weaken the paper so severely that the paper behind the text is eaten away.

Because the introduction of moisture can contribute to the speed and severity at which iron gall ink corrodes, steps must be taken to safe-guard against this. All black, brown, and blue manuscript inks are tested for the presence of free iron ions as described above. Should the test indicate a positive result, washing and treatment with calcium phytate solution would be proposed to remove degradation products and stabilize the inks.

Should washing and treatment with calcium phytate not be possible due to the presence of other soluble media or due to increased cost of treatment, little or no moisture will be introduced during treatment. Paper repairs would be executed with a solvent-sit Japanese paper that is made in-house instead, and the documents would not be humidified before flattening in order to prevent moisture from causing further migration of harmful iron ions. This can limit our ability to flatten iron gall ink documents as effectively as is possible with other documents.

3. Describe assessment methodology, when treating materials with ink faded almost beyond readability, used to identify conservation and preservation approach to be taken to enhance readability beyond original material, i.e., imaging options vs. treatment of original, and preferred methods used.

Unfortunately, faded inks are typically not recoverable through conservation treatment. At best, removing staining and discoloration by washing a document can lighten the paper substrate relative to the manuscript information thereby improving, though likely minimally, the ink's contrast with the page and thus its legibility.

Because of the limited treatment options available for recovering faded inks, digital technology typically offers the best option for retrieving information written in manuscript inks that are faded and illegible, and there are two approaches NEDCC can take to make faded text more legible. The first involves digitally increasing the contrast between the paper background and the text. By dramatically compressing the tonal scale we are often able to improve text legibility to an acceptable level in an image captured under standard visible illumination.

The second method involves imaging the document under either infrared (IR) illumination or ultraviolet illumination (UV), depending on the chemical properties of the inks and their reactivity to non-visible light on either end of the spectrum. Imaging under non-visible light requires a combination of specialized lamps, one set each for IR and UV, as well as a lens designed to allow the transmission of non-visible light. At the client's request NEDCC can review documents under both IR and UV light to determine if the faded inks react more strongly to one type of non-visible light, and include imaging the document under that light source in a proposal. Please note, however, that some faded inks do not react under either IR or UV light, and options for recovering information from those inks are constrained to the first approach mentioned above.

Determining how best to preserve information as well as a physical object are essential to the conservator's decision-making process. When digitizing, obtaining the best image capture is critical, and conservation should be performed at the appropriate time to support this goal. Lining a badly deteriorated leaf with Japanese paper and starch paste, for instance, might be delayed until after imaging so that the lining, even though transparent, does not interfere with the ability to capture and enhance faded information. The decision-making process requires input from the client, conservator and photographer regarding needs of and goals for individual items. Conservation may be performed or postponed depending on other condition issues.

A facsimile copy can be produced from (enhanced) digital files if a hard copy is required for use.

4. Which testing methods most significantly shape the treatment plan?

When developing a treatment plan, all media is tested for solubility and friability. The water absorption of the support and any coatings are also tested. These tests may also be performed with ethanol and/or deacidification solution. The test results will influence treatment decisions regarding humidification, washing, deacidification, and the type of repair tissue that will be used. The adhesives of destructive or inappropriate old repairs must be tested in order to determine the best way to remove tape and repairs, and reduce staining, if possible.

All brown, black, and blue manuscript inks are tested for the presence of free irons (Fe^{2+}) with bathophenanthroline indicator paper. Inks that test positive for free irons indicate that iron gall ink corrosion is present, even if it cannot be seen with the naked eye. This helps shape our approach to the treatment of iron gall ink documents, and helps us to determine if aqueous treatment is possible.

5. What materials are relied on most often for surface-cleaning?

Soft dry brushes and vulcanized rubber sponges are used for overall surface cleaning. Vinyl erasers, sometimes in the form of powder, are used for localized cleaning, while accretions are removed with an appropriate tool, such as a scalpel tip. Mold residues are reduced with a small vacuum aspirator when they are extremely localized or with a variable-speed HEPA-filtered vacuum cleaner when they are widely distributed.

6. What materials are relied on most often for use in mending?

Repairs are generally executed using thin strips Japanese kozo paper of the weight appropriate for a given document or type of tear, adhered with wheat starch paste, methyl cellulose, or a mixture of the two.

When moisture cannot be introduced due to the presence of untreated iron gall ink, soluble media, or paper that cannot accept moisture, a house-made solvent-set Japanese paper is used. The adhesive used will vary depending on the application, but only tested and proven adhesives that are non-yellowing and reversible are used.

NEDCC does **NOT** employ the use of commercial heat-set tissues or pressure sensitive repair tapes, which despite manufacturer claims, are not readily reversible and are therefore not acceptable for use in conservation.

7. What factors are evaluated when determining whether to mend individual tears/losses or to back the sheet?

We generally prefer mending rather than backing archival documents. The number of tears/losses and the strength of the sheet are determining factors. A document with information on the reverse or one that is to be encapsulated is less likely to be backed. If extensive laborious mending is required on a single-sided sheet, a backing may be more attractive, less expensive, and more functional to unify the sheet. Sometimes an item may be both mended and backed, especially if the sheet is a heavier weight paper where “tenting” of a tear might occur if only backing is done.

8. Given the goals of this project, it may not be necessary to mend every small tear. What criteria would be used to determine which size and/or type of tears may not require mending?

Frequently this decision is made in consultation with the client. The size of the tear might be the determining factor, for example. Tears less than ¼” long might not be repaired. Nevertheless, tears that encroach on the text or illustration should be repaired, as well as those that could easily get worse, such as the breaks that occur along a fold. We also consider the frequency of handling, and whether a document will be kept in a Melinex encapsulation or sleeve.

9. Name preferred methods and materials used in backing.

For backing, we use various weights of Japanese kozo paper (depending on the weight of the sheet being backed) and wheat starch paste and/or methyl cellulose as an adhesive. The method used depends on the size and weight of the object, the solubility and friability of the media, and whether or not there are media on the reverse. Very large objects may be backed using the “Dacron” lining method in order to facilitate flattening. Pre-pasted, remoistenable linings, which can be removed if necessary without wetting, may be used on items with water sensitive media. Parchment documents are almost never backed.

10. Are “pulp fills” ‘available? If so, what criteria are used to choose between backing and pulp fills?

Yes, pulp fills are available. Pulp fills may be used for small losses where it is important that the fill not be noticeable. The pulp may be used wet or inserted already cast. Leaf casting, which is a type of pulp fill for multiple or large losses, can also be performed, but this method is usually reserved for runs of identically sized items, such as the leaves of a book. The time necessary for setting up a leaf casting can be cost-prohibitive for individual items. Backing papers fill losses efficiently and relatively economically, and they can be toned with acrylics using a color that is sympathetic to the original. Backing may make pulp fills unnecessary, but pulp fills are no substitute for backing when a document requires overall support.

11. What criteria would be used to determine whether aqueous treatment is warranted? And which types might be used in treating the subject collections?

Acidity, overall discoloration, staining, and the need to remove old mounts or repairs adhered with a water-soluble adhesive are all conditions that may warrant washing. Aqueous treatment may involve immersion, floating, placing on wet blotters or on the suction table, or local application of water followed by blotting. Solubility of the media and fragility of the sheet are considerations when determining the method of washing. Some fragile sheets require extra support during washing that a polyester web or plastic screen sandwich might provide. We will not wash when loss of original media will result. We will consider washing when machine-printed rulings and later additions such as numbering and ownership marks might be lightened, but in this case only with the client's expressed knowledge and consent. We do not wash documents unless we feel that we have a good reason to do so.

12. What is the largest-size sheet for which aqueous treatment can be provided in your facility?

Our two largest sinks measure 96" x 72" and 83" x 83". We have washed larger items by means of first rolling them on plastic tubes or by constructing larger temporary basins with polyethylene sheeting and 2" x 4"s.

13. Describe the criteria to be used in deciding whether to provide deacidification/ alkalization and the methods typically used for deacidification/alkalization of manuscripts and bound volumes.

Alkalization is considered when the paper support contains ground wood, when there is obvious degradation, when iron gall ink is present, or when surface pH tests indicate a highly acidic condition. The presence of colored media often precludes alkalization.

Documents that are to be encapsulated or exhibited but cannot be washed are sometimes alkalized. Documents are normally alkalized aqueously with calcium hydroxide or nonaqueously with Bookkeeper spray. Bound acidic materials may be alkalized nonaqueously with Bookkeeper spray if disbinding is unnecessary or undesirable.

14. What are your criteria for determining whether or not to encapsulate or sleeve a document?

Because polyester film carries a static charge, encapsulation and sleeving in Melinex are not recommended for items with loose, flaking, or friable media. Ordinarily papers that are acidic should not be encapsulated, as this may accelerate chemical deterioration. The same considerations hold true for sleeving. Assuming these problems are not present, the client makes the final decision as to whether to encapsulate or sleeve.

In some instances in an archival setting, concern for accelerated deterioration of acidic material in an encapsulation may be outweighed by the need to make dangerously fragile materials available for handling. Sometimes acidic materials are encapsulated with a sheet of buffered or MicroChamber paper behind them, especially when alkalization is not feasible. Brittle papers and those that have been severely weakened by mold may remain too fragile for use after conservation. In these cases, encapsulation would most likely be recommended.

The choice between encapsulation and sleeving may be determined by whether documents must be directly accessible to researchers, such as when they must be unfolded or otherwise manipulated for use. Encapsulation is incorporated into the treatment of bound objects that will be post-bound following treatment.

15. What methods of encapsulation can be provided?

Documents of all sizes can be encapsulated by ultrasonic welding. Heat welding is also available for smaller documents. Melinex L-sleeves are another housing that NEDCC can provide. We do not recommend encapsulation with double-sided tape, as we have repeatedly observed old encapsulations of this sort where the tape adhesive has flowed onto the documents.

16. Describe the major types of protective enclosures available for bound volumes, and the materials and designs used in each. “Description” may include photographic examples attached to this Exhibit.

Typical protective enclosures for bound volumes include:

- “No Holes” MicroClimate boxes manufactured by Custom Manufacturing, Inc. in Hammondsport, NY; These custom fitted clamshell style boxes are made with acid and lignin-free tan corrugated board that has an alkaline reserve of approximately 3%.
- Custom Heritage Clamshell boxes manufactured by TALAS in Brooklyn, NY; These custom fitted clamshell style boxes are made acid and lignin-free blue/white corrugated board that has an alkaline reserve of approximately 3%. Heritage board is PAT tested.
- Commercial document storage boxes and drop-front boxes manufactured by the Hollinger Corporation in Fredericksburg, VA; manufactured with acid and lignin-free solid core board.
- For chemically unstable materials, we sometimes provide commercial storage boxes made with MicroChamber products manufactured by Conservation Resources International.
- Cloth-covered drop-spine boxes may either be made in house or by a local bookbinder that makes boxes to NEDCC’s specifications using acid-free binder’s board and high-quality book cloth.
- Other enclosures include polyester film jackets and card stock wrappers made at NEDCC.
- Descriptions and illustrations of most of these enclosures are available at NEDCC’s website at <https://bit.ly/2CYNhaj>

17. Which types or phases of treatment are typically done by technicians and/or support staff?

Trained conservators carry out the majority of conservation tasks. A conservation technician may carry out basic, repetitive operations such as surface cleaning, mending, and box making. A full time preparator preforms performs matting and reframing, but no treatment.

18. Describe security and fire safety features and protocols in place at the prospective contractor’s place of business:

NEDCC's headquarters are located in a fire-resistant renovated 1920s mill building with masonry construction, including eight-inch thick floors. Security systems include perimeter intrusion and motion detection alarms, both linked to the Andover Police Department and to the Essex Alarm Company. In the event that telephone communications are impaired, contact is preserved with the police and alarm company by means of a dedicated radio transmitter. Perimeter alarms are in place for the entire facility, and the collections storage area is equipped with its own keyed and alarmed entrances. Access to the storage area is highly restricted and limited to a few staff members. Separate keys for both door locks and the alarm locks are necessary to enter the perimeter and storage areas. Motion detectors are located throughout the facility, including the storage area. The management of the building complex also provides twenty-four hour surveillance of the building.

Fire and smoke detection equipment at NEDCC includes photoelectric and ionization smoke detectors and heat sensors. Water alarms have been installed in critical areas. The system will activate a local alarm and is wired to the Andover Fire Department. Additionally, the system is monitored twenty-four hours a day by Essex Alarm Company and the management of Brickstone Square. The dedicated radio transmitter preserves contact with the fire and alarm companies. Annunciator panels at the front and rear entrances provide the ability to rapidly identify the location and source of a signal.

NEDCC is protected throughout the facility by a pre-action fire suppression system that requires a two-signal redundancy to activate water flow into the pipes and employs individual-release sprinkler heads. This effectively protects against accidental discharge. Any change in air pressure in the system is reported directly to the Andover Fire Department, the twenty-four-hour monitoring company, and the building security force. Staff who live nearby are also on-call twenty-four hours a day for emergency response.

NEDCC's climate is monitored by computer controls that observe the climate and the system from within, and it can also be monitored from an off-site terminal. The system is adjusted as needed to maintain a constant temperature of 70° F and relative humidity at a set point between 40 and 50. The environment is controlled in four independent zones to address localized fluctuations. Data loggers located in the storage areas and laboratories are checked monthly, and the data is recorded using eClimate Notebook. Air in NEDCC is filtered through the climate control units. Humidifiers and de-humidifiers mitigate fluctuations of temperature and humidity.

19. Describe staff expertise in paper repair and conservation and book binding and repair.

Conservators employed at NEDCC have formal training in book and paper conservation. Formal training includes one or more of the following:

- a degree in Bookbinding from the North Bennet Street School 2-year, full time bookbinding program
- a Master's degree in Conservation from an accredited degree program in the US or abroad
- a formal apprenticeship in book or paper conservation

In addition, conservators at NEDCC also hold advance degrees in related fields including art history, chemistry, library science, and museum studies.

All of NEDCC's conservators are members of the American Institute of Conservation, and many have been awarded Professional Associate status within AIC. This is a peer-reviewed status that requires applicants to submit a portfolio of their work for review by a panel of their peers. Several of NEDCC's staff have been awarded the more prestigious status of AIC Fellow. Candidates for Fellow status must

have at least 10 years of professional status, have been a Professional Associate for at least 2 years, and must be elected by current Fellows of AIC.

NEDCC's book conservators are experienced in treating both manuscript and printed bound materials dating from the eleventh through the twenty-first centuries. The book conservation staff has experience treating volumes bound in a variety of materials including leather, cloth, parchment, and paper and offers a full range of treatment options for pages. Book conservators have a wide range of experience but also specialize in areas such as nineteenth century cloth publishers' bindings, scrapbooks, Japanese bindings and parchment bindings.

NEDCC book conservators are also expert in conserving bound land records and vital statistics. Records conserved at NEDCC range in date from the seventeenth through the twentieth centuries. Treatments range from minimal stabilization in preparation for reformatting and rehousing to nonaqueous alkalization and rebinding to complex and extensive aqueous page treatment and binding repair.

The paper conservation laboratory is capable of and experienced in conserving a wide variety of materials. The expertise of NEDCC paper conservators includes documents, maps, photographs, parchment, architectural plans, wallpaper, and works of art on paper, including drawings and paintings in all media, prints, collage, and contemporary works. The paper conservation laboratory is staffed by professional conservators, including specialists in the conservation treatment of photographs and oversized works on paper. It offers all standard paper conservation procedures, as well as highly specialized treatment. NEDCC also treats works with unusual formats such as globes and other composite objects with paper components. Treatment options range from basic stabilization to complete restoration. Museum-quality matting and framing are offered by an experienced full-time preparator.

Collaboration between the paper and book conservation laboratories makes possible the treatment of complex artifacts that require the expertise of both paper and book conservators and assures high standards of practice. The availability of preservation microfilming, photographic duplication and digitization services in the same facility makes it possible for very fragile objects to be reformatted and conserved without moving them from one location to another. In both laboratories, conservators adhere to the *Code of Ethics and Guidelines for Practice* of the American Institute for Conservation.

20. What techniques are frequently used for stain reduction in paper documents?

Stains and overall discoloration may be reduced by washing in filtered water or by alkalizing the water bath with ammonium hydroxide or calcium hydroxide. Local washing on the suction table with alkaline water will sometimes further reduce stains.

Bleaching is usually not necessary or appropriate for documents, although it can be carried out at the client's request. Bleaching of works of art and documents intended for display is most often performed using artificial light in a slightly alkaline bath, if the paper and the media permit this. Chemical bleaches are used infrequently and then only locally on specific stains, never by immersion. Only hydrogen peroxide and sodium borohydride are employed.

Stains caused by the adhesives of pressure-sensitive repair tapes are often reduced in the process of removing those tapes and their adhesives with organic solvents applied in a poultice, a solvent bath, or on the suction disk. Stain reduction is performed less often for bound volumes since book conservation tends to focus more on retention of information than aesthetics.

B. Additional Questions B: Individual Proposals

Conservation treatment and digital imaging proposals are included below. These proposals are based on photographic examination of a sample of representative material from the Town of Lexington's collections.

Proposals are subject to change pending in-person examination of the items and necessary testing but are assumed to be accurate and will provide information regarding the approach and typical costs to treat similar items.

i. Conservation Treatment Proposals

Object 1

record book

Title: Fire Department Journal, 1927-1929

Dimensions: 273x415x22mm

No. of Pages: 150 with entries, the rest blank

Call No.: 108A

Current Condition

The volume is bound in a half cloth binding with cloth sides. A title is stamped in gold on the front cover. The covers are dirty, heavily worn, and abraded overall. The cover material is torn in several places including at the head of the spine. The inner hinges are loose and the case attachment is weak.

The text block consists of machine-paper, which has been gathered into five folio sections and sewn through the fold onto textile supports. The sewing is intact but loose at the front of the volume. The unnumbered pages are ruled in red and blue, with printed headings and entries in various manuscript inks and graphite pencil. The first 75 leaves (150 pages) have entries. The remainder of the volume (about 1/3rd) is blank. The pages have heavy surface dirt, embedded grime, and discoloration throughout. The first leaf has detached from the text block but is adhered to the upper flyleaf.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate (number each leaf discreetly in pencil to record order).
- Disbind (retain sewing).
- Surface clean pages to reduce surface dirt.
- Test solubility of media.
- Alkalize pages by spraying with a nonaqueous suspension of magnesium oxide in particles in a perfluoro compound (Bookkeeper) to protect paper from formation of acid in future.
- Mend tears and guard folds as necessary using Japanese paper and starch paste.
- Add handmade paper endsheets with linen hinges and reinforce sewing with linen thread.
- Bind in cloth using a case structure.
- Title using a gold-stamped leather label.
- Construct a custom-fitted archival box to dimensions of volume. Title box.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 2

record book

Title: Intentions of Marriage, 1850-1897, Town of Lexington

Dimensions: 265x210x17mm

No. of Pages: ~191

Current Condition

The half leather binding with marbled paper sides is dirty, worn, and stained overall. The leather is desiccated and powdery. The endcaps are torn, and the board edges and corners are exposed and delaminating. The cover is partially detached from the text block.

The text block consists of machine-made blue paper with black printed headings, which has been gathered into sections and sewn through the fold onto recessed cord supports. The sewing and supports are broken, and pages are loose within the volume. The pages have surface dirt, embedded grime, and minor tears throughout. Two loose documents are laid-in to the volume. Entries are in various manuscript inks and graphite pencil.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate (number each leaf discreetly in pencil to record order).
- Disbind (remove sewing and separate sections).
- Surface clean pages to reduce surface dirt.
- Mend tears and guard folds as necessary using Japanese paper and starch paste.
- Reassemble text and press to consolidate.
- Add handmade paper endsheets with linen hinges and sew text block with linen thread.
- Bind in cloth using a case structure.
- Title volume using a gold-stamped leather label.
- Place loose items in buffered folders.
- Construct a cloth-covered drop-spine box to dimensions of volume. Title box.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 3

bound maps

Title: Property Maps Lexington, 1972-1986

Dimensions: 520x322x30mm

No. of Pages: 111 leaves + ~100
loose leaves

Current Condition

The maps are bound in a full cloth post binding with the title stamped in gold on the front cover. The cloth is scratched on the back cover and worn at the board corners. Numerous added loose pages have caused the volume to become wedge shaped.

The text block consists of 111 leaves with three post holes at the spine edge. The maps do not align well, and some protrude beyond the covers. The maps are produced with a variety of processes including diazotypes and cyanotypes. All are blank on the verso. Most are discolored along the edges. Several leaves are stapled together along the top edge; the stapled leaves are copies of the same map.

Another ~100 leaves are loose at the front of the volume. These leaves appear to be a second copy of the same material, but with a later date (1993). Several leaves are creased or folded at the corners.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate (number each leaf discreetly in pencil to record order).
- Disbind (remove posts and separate into single leaves).
- Surface clean pages to reduce surface dirt.
- Remove staples and separate photocopies.
- Bind each set (1986 and 1993) in its own cloth-covered post binding.
- Title each volume using a gold-stamped leather label.
- Place photocopies in buffered folders.
- Construct a custom-fitted archival box to dimensions of volume and foldered copies. Title box.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 4

record book

Dimensions: 295x235x55mm

Title: Planning Board Records, Vol. 1, 1918-1930

No. of Pages: ~431

Current Condition

The volume is bound in a half leather binding with grained cloth sides. The McMillan Record Book, binder F4HO has three rectangular posts, which lock using a metal pin. Pages are released by removing the pin at the front or back of the volume. The binder is worn and the metal components are corroded. At some point in the past, pages for years 1918-1938 were removed. The binding is overstuffed and it was not possible to return these pages to the binder; they were housed in a file folder.

The text block consists of various machine-made papers with typewritten entries, which have been 3-hole punched using a rectangular punch. Entries are on one side only. The pages have edge discoloration throughout. Some pages are reinforced along the spine edge using gummed cloth tape. Some pages are slightly longer at the tail edge and have small edge tears as a result. These tears do not impair handling or legibility. Some pages are torn around the punch hole. The last page of the volume is creased. A tabbed divider labeled "front" is at the back of the volume.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate (number each leaf discreetly in pencil to record order).
- Disbind (separate into single leaves).
- Humify and flatten creases.
- Mend tears as necessary using Japanese paper and starch paste.
- Split into two volumes.
- Rehouse in two new minute binders.
- Title volumes using a gold-stamped leather label.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 5

record book

Title: Police Department Arrest Ledger, No. 2, 1921-1926

Dimensions: 390x280x20mm

No. of Pages: ~130

Call No.: PP 1670

Current Condition

The volume is bound in a half leather stationer's binding with cloth sides, gold tooling on the covers, and a title and lines in gold on the spine. A typescript paper label is taped to the spine. The leather is worn at the headcaps and worn through at the board corners. The cloth is dirty and scuffed, with a tear on the center of the back cover. A stationer's label is adhered to the front pastedown.

The text block consists of machine-made paper, which has been gathered into sections and sewn through the fold onto sewing supports. The sewing is intact. Two leaves have been cut from the back of the volume. Lines and rules are printed in blue and red, headings are printed in black, and entries are written in a variety of black inks on the recto and verso of 59 leaves. Leaves have surface dirt and embedded grime where frequently handled. A printed bookmark/blotter is loose within the volume.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Surface clean binding and pages to reduce surface dirt.
- Reattach loose covering material and reinforce board corners w/ Japanese paper and paste.
- Consolidate leather.
- Construct a custom-fitted archival box to dimensions of volume. Title box.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 6

record book

Title: Election Records of Precinct 1, 1935-1987

Dimensions: 352x224x24mm

No. of Pages: ~300

Call No.: PP 4819

Current Condition

The volume is bound in a half leather stationer's binding with cloth sides, gold lines on the covers and spine, and a generic title in gold on the spine. The leather is missing from the head and tail of the spine and is worn away at the board corners. The spine is partially detached and has been reattached with pressure sensitive tape. The front flyleaves are brittle and are breaking along the edge of the cloth interior guard.

The text block consists of machine-made paper, which has been gathered into sections and sewn through the fold onto textile sewing supports. The sewing is broken and/or loose in multiple places and the text block is split in these areas. The spine lining has failed. The paper is discolored along all four edges of each leaf. Several tears have been mended with pressure sensitive tape. Entries are written in a variety of inks on the first 197 pages. Some leaves have edge tears or are partially split along the spine fold. A manuscript document is stapled to one leaf.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate (number each leaf discreetly in pencil to record order).
- Disbind (remove sewing and separate sections).
- Surface clean pages to reduce surface dirt, only as needed to facilitate repairs.
- Test solubility of media.
- Treat as necessary to remove pressure-sensitive tape (~14") from pages and reduce adhesive staining.
- Alkalize pages by spraying with a nonaqueous suspension of magnesium oxide in particles in a perfluoro compound (Bookkeeper) to protect paper from formation of acid in future.
- Mend tears (~35) and guard folds as necessary using Japanese paper and starch paste.
- Reassemble text and press to consolidate.
- Add handmade paper endsheets with linen hinges and sew text block with linen thread.
- Rebind in full cloth using a case structure.
- Title volume using a gold-stamped leather label.
- Construct a custom-fitted archival box to dimensions of volume. Title box.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 7

unbound documents

Title: Report, Civil Defense Department

Dimensions: 280x215mm

No. of Pages: ~300

Current Condition

The collection consists of one spiral bound notebook and four printed reports which are housed together in a two-piece archival box.

Spiral bound notebook: The metal spiral binding is in stable condition. The front and back covers are no longer present. The pages are somewhat discolored, and some corners are bent, but the pages are in good condition overall. Manuscript entries are on both sides of the page.

Printed reports: Pages are 3-hole punched and bound along the spine edge using brass or copper brads. Printed entries are on the recto of the page only. The paper is in good condition.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate (for printed reports, confirm order and completeness of volume or number each leaf discreetly in pencil to record order as necessary).
- For printed reports: Disbind (remove metal fasteners).
- After digital imaging, rebind using original metal fasteners.
- Construct a four-flap cardstock wrapper to dimensions of each volume. Title box.
- Return all five volumes in original two-piece archival box.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 8

record book

Title: Appropriation Committee Minutes, 1943-1946

Dimensions: 298x230x48mm

No. of Pages: ~700 leaves

Current Condition

The text block consists of single sheet typewritten documents, which have been 2-hole punched along the top edge and bound into a cardstock report cover. The cover is acidic and discolored along the edges. Title information is written on the front cover in manuscript ink. The accordion pleat of the front cover is torn. Cloth tabs are adhered directly to the pages along the bottom edge. The tabs are in good condition. The pages have surface dirt, embedded grime, creases, and minor tears throughout.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate (confirm order and completeness of volume).
- Disbind (remove report cover, separate into single leaves).
- Surface clean pages to reduce surface dirt, only as necessary to facilitate repair.
- Mend tears as necessary using Japanese paper and starch paste.
- After digital imaging, add buffered paper at the front and back of the volume, and rehouse leaves in a new report cover.
- Construct a custom-fitted archival box to dimensions of volume. Title box.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 9

unbound documents

Title: Town Meeting Warrants, 1909-1912

No. of Pages: ~558

Current Condition

Documents are grouped together in legal size folders with a 1" tab and housed within a legal-sized archival flip-top box. The document types vary and include manuscript, typewritten, and printed documents on a variety of papers. Many pages have been clipped together using plastic paper clips or metal fasteners. Many documents have been adhered together using an unknown water-soluble adhesive to create a continuous sheet. Some documents have been folded to fit within the folders. Fragile documents are housed in polyester film L-sleeves; the L-sleeves are too large and protrude at the top edge of the folders. The documents have surface dirt, embedded grime, creases, and tears throughout.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate (number each leaf discreetly in pencil to record order).
- Surface clean pages to reduce surface dirt, only as necessary to facilitate repairs.
- Remove paper clips or other fasteners as needed to facilitate digital imaging. Replace fasteners with a fold of buffered paper.
- Please note: Adhered documents will not be separated unless this is necessary to facilitate conservation.
- Humidify and flatten folded documents as needed to facilitate digital imaging.
- After digital imaging, refold documents as necessary to facilitate safe storage.
- Mend tears (~76) as necessary using Japanese paper and starch paste.
- Replace 1"-tab folders with 1/2" tab acid-free folders. This will provide better protection for the documents. Label folders in graphite pencil.
- Trim oversized polyester film L-sleeves to size as needed.
- House foldered documents in existing flip-top box.

Optional Work**Digital Imaging/Printing**

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

Object 10

bound volumes

Title: History of the Town of Lexington, Middlesex County,
Massachusetts

No. of Volumes: 2

No. of Pages: ~1485

Current Condition

The full cloth bindings with gold stamping on the spine and covers are dirty and worn overall. The board corners are exposed and delaminating, and the endcaps are torn. The text blocks consist of machine-made paper, which has been gathered into sections and sewn through the fold. The sewing is intact, but the spine linings are loose. The volumes are stamped with a "CARY MEM. LIB." ink stamp. An inscription in volume one states that the volumes are on permanent loan to the Town Clerk's Office.

Vol. 1: The inner hinges are broken and have been "repaired" using pressure sensitive tape. Pressure sensitive tape repairs can be found throughout the volume (~65"). Two loose leaves of corrections and additions are laid in to the volume. These leaves are heavily creased and torn. The pages have edge discoloration, surface dirt, and minor tears throughout.

Vol. 2: The upper joint is partially broken and the spine is at risk of detaching. The front inner hinge is broken and the case is detached. Several pages at the front of the volume are detached. Two brittle newsprint clippings have been laid-in to a folded photocopy of the clippings and inserted into the book. Additional loose clippings are laid in throughout. The frontispiece has a large tear that extends into the image area.

Conservation Treatment Plan

- Provide written and photographic documentation before and after treatment.
- Collate loose clippings (number each clipping discreetly in pencil to record order).
- Disbind (retain sewing, remove covers and clean old spine linings).
- Surface clean pages to reduce surface dirt, only as necessary to facilitate repairs.
- Treat as necessary to remove pressure-sensitive tape (~65) and reduce adhesive staining.
- Mend tears (~130) as necessary using Japanese paper and starch paste.
- Vol. 1: Add extended linen spine lining, recase (reattach cover), and repair inner hinges using Japanese paper and starch paste.
- Vol. 2: Repair binding by rebacking using airplane linen and Japanese paper toned with acrylics.
- Reinforce board corners using starch paste.
- Place loose items in individual polyester film L-sleeves. Group together by volume, and house loose items in a buffered folder.
- Construct a custom-fitted archival box to dimensions of each volume and folderd items. Title box.

Optional Work

Digital Imaging/Printing

The optimal time to perform digital imaging of your volume(s) is during conservation so that the best image capture can be obtained in the safest manner. Please see the attached Imaging Addendum for imaging specifications and cost estimate(s).

ii. Digital Imaging Proposals

Subject to Conservation

The condition of historic and artistic objects is one of the most important factors in determining how (or whether) they can be accurately imaged without causing physical damage. Consequently, this imaging addendum is subject to prior conservation treatment under this proposal.

Image Count

The “image count” corresponds to the number of digital files that will be produced. This proposal is based on the following estimated counts (approximately 4,570 images in total).

Object 1: 160 images
Object 2: 200 images
Object 3: 220 images
Object 4: 440 images
Object 5: 140 images

Object 6: 310 images
Object 7: 310 images
Object 8: 710 images
Object 9: 580 images
Object 10: 1,500 images

Blank Pages/Versos

In general, for bound volumes we will image the exterior and interior of the front and back covers when volumes remain in their original bindings. For bound volumes and unbound documents, we will image the recto and verso of all leaves with original content and occasional blank leaves, but groups of blank leaves (~3 or more) will not be imaged; however, if leaves are consistently single sided we will only image their recto. Bound volumes with entries spanning the left and right pages of an opening will be imaged “one-up”.

Project Scope

Following accepted best practices, the purpose of our service is to create a faithful image surrogate of archival materials in their current condition. Minor post-processing adjustments will be performed to optimize image quality and bring all images to a common rendition.

The objects identified above will be imaged using a high-resolution digital camera with apochromatic macro flat field optics on our specialized workstations. The light source will be Broncolor electronic flash, providing optimal light quality at minimal total light exposure. Imaging will be done following the Federal Agencies Digitization Guidelines Initiative (FADGI) *Technical Guidelines for Digitizing Cultural Heritage Materials* (2023) and the following project specifications:

Preservation Files

Format: TIFF
Spatial Resolution: 600 ppi at original size
Bit Depth: 16-bit
Color Profile: Adobe RGB 1998

Access Files

Format: JPEG
Spatial Resolution: 600 ppi at original size
Bit Depth: 8-bit
Color Profile: Adobe RGB 1998

Oversize Materials

The maps comprising the leaves of Object 4 will require an image size greater than ~7,800 x 10,300 pixels (e.g., ~12" x 18" at 600 ppi) and will be photographed on our custom X-Y table in multiple sections and stitched together in software during post-processing to reconstruct the maps in their entirety.

Targets

An Image Science Associates (ISA) Object-Level Target will be used as a photographic reference standard during the course of imaging reflective material. ISA Object-Level Targets include: 18 color patches of varying hues, saturations, and brightnesses; 12 spectrally neutral gray patches; vertical and horizontal slant edge targets for calculating spatial frequency response (SFR); and metric- and English-based rulers for scale and calculating optical resolution.

Cropping

Images of reflective media will be cropped to include a small border around the edges of the object. Reference targets will be removed in the final deliverable files.

Metadata

Technical metadata will be embedded in the header of each TIFF file.

File Naming

Files will be named with a descriptive prefix plus sequential numerical suffix.

Special Conditions

Spatulas and/or weights may be used to gently hold down pages that do not lie flat on their own.

Quality Control

All work will be performed under tight environmental control in the NEDCC imaging laboratory by highly-skilled professionals, and objects will remain in the NEDCC vault when not being imaged. NEDCC performs a 100% inspection of deliverables, done by Associate and Senior Photographers. All files will be backed up on NEDCC's servers for six (6) months after project completion.

Delivery Medium

The digital files will be delivered on USB drives.

C. Additional Questions C: Personnel Expertise Summary

Brief descriptions of key personnel are included below. Staff resumes are included in **Attachment B: Staff Resumes**.

Key Administrative Personnel

Jonathan Goodrich, Registrar, receives all materials entering NEDCC's facility. Mr. Goodrich is responsible for tracking materials, as well as for packing and shipping materials once conservation and digitization is completed. A graduate of Connecticut College, Mr. Goodrich received a Masters of Arts in Museum Studies from George Washington University. He worked as a curatorial assistant at the National Museum of Natural History at the Smithsonian Institution and as the Assistant registrar at the United States Holocaust Museum before assuming his current position at NEDCC in 2000.

Key Book Conservation Personnel

Bexx Caswell-Olson, Director of Book Conservation, manages and supervises book conservation projects. She holds a Master of Library Science with a focus in Preservation Management from Simmons University and is a graduate of the Bookbinding program at North Bennet Street School. She has previously worked in the conservation labs at Harvard University, MIT, Iowa State University, and Michigan State University. She also worked as a conservator in private practice. Bexx joined the staff at NEDCC in 2018. In her current role, Ms. Caswell-Olson performs collection-level and item-by-item surveys and prepares treatment proposals and cost estimates for volumes entering NEDCC for treatment. She oversees all conservation activities in the book conservation lab, and supervises a staff of five full-time book conservators, two part time book conservators, and one full-time book conservation technician. She is the President of the Guild of Book Workers and a Professional Associate member of the American Institute for Conservation.

Jessica Henze, Senior Book Conservator, is a graduate of North Bennet Street School and was the NEA Advanced Fellow for 2007-2008. In addition to conserving many groups of pamphlets from the Beinecke collection, Ms. Henze has conserved a number of complex objects. These include: two Emily Roebling scrapbooks documenting construction of the Brooklyn Bridge belonging to Rensselaer Polytechnic Institute; a miniature in an early binding requiring repair of a metal clasp belonging to Cleveland Public Library (CPL); a sketchbook containing architectural drawings on a variety of papers belonging to Boston Architectural College; a volume printed on and bound in crepe paper belonging to CPL; and several scrapbooks and photograph albums in the collection of the John F. Kennedy Presidential Library. Ms. Henze most recently conserved the Bradford Manuscript belonging to the State Library of Massachusetts. In addition to conservation treatment, Ms. Henze provides training for conservation technicians and interns and develops treatment proposals for a wide variety of materials sent to NEDCC for treatment. Jessica is a Professional Associate member of the American Institute for Conservation.

Kiyoshi Imai, Associate Book Conservator, is a graduate of North Bennet Street School and has thirty-one years' experience at NEDCC. Mr. Imai attends conferences and courses at Rare Book School. He has traveled to Vietnam several times as part of a team of conservators and conservation scientists sponsored by the Japan Foundation that is assisting the National Archives in establishing preservation and conservation programs. He has published several articles about his experiences in Vietnam and participated in a research project on Amate papers at the Newbury Library in 2009. He teaches a course in Japanese book structures at North Bennet Street School in Boston periodically. Mr. Imai performs leaf-casting on objects treated by the book and paper conservation labs. He has completed many complex and difficult treatments including: extensive treatment of B.F. Goodrich's first journal; cleaning and stabilization of a ninth century Syriac New Testament belonging to the Beinecke Library; complete

treatment of ten Babe Ruth scrapbooks assembled by Ruth's agent; conservation of three guest books belonging to Isabella Stewart Gardner Museum, stabilization of Alfred Stieglitz scrapbooks belonging to Beinecke Library; repair of water- and mold-damaged whaling logs belonging to the Kendall Whaling Museum that required extensive leaf casting; and conservation of bound Japanese manuscripts with extensive insect and mold damage belonging to the National Library of Medicine. He has treated many bound records belonging to the Town of Greenwich, CT. Kiyoshi is a Professional Associate member of the American Institute for Conservation.

Abra Mueller, Assistant Book Conservator, joined the book lab at NEDCC as an intern in the summer of 2022. After receiving a diploma in Bookbinding from the North Bennet Street School, she returned to the lab in the summer of 2023 and formally joined the team in September of the same year. She holds an MS in Library Science with a focus on book history and preservation from Simmons University and a Bachelor of Music from the University of Southern Maine where she specialized in medieval and renaissance historical performance. Previously, Abra worked in the enclosures lab at Harvard's Widener Library and has interned in the archives of the Maine Historical Society. Her special interests include folk repair and historic paper marbling techniques.

Audrey Jawando, Assistant Book Conservator, has worked in the field of paper and book conservation since 2000. She has a BA in Art History from Stanford University and earned a diploma in Bookbinding from North Bennet Street School. She worked as a conservation technician and archives assistant for the Frederick Law Olmsted National Historic Site and has participated in internships at the Boston Athenaeum and at NEDCC. Her special interests include 17th–19th century decorative papers; she assisted in the cataloging and housing of the Loring Collection of Decorated Papers at Harvard's Houghton Library.

Amelia Sorensen, Assistant Book Conservator, completed a book conservation internship at NEDCC in 2009, as well as internships at the New England Historical Genealogical Society and the Boston Athenaeum in 2010. She returned to NEDCC to serve as the Samuel H. Kress Fellow in 2010-2011. Amelia holds a diploma in Bookbinding from North Bennett Street School, and earned a Certificate in Museum Studies at Harvard Extension School where she interned at the American Textile History Museum. She is a graduate of Lewis & Clark College with a Bachelor of Arts in Economic History where she studied abroad in St. Petersburg, Russia. She is a member of the American Institute for Conservation (AIC) and a member of the Guild of Book Workers (GBW). Additionally, she works with HarvardX producing online courses in the humanities, religious studies, and material culture.

Ned Schultz, Book Conservation Technician, received a diploma in Bookbinding from the North Bennett Street School in 2018, where he studied the treatment of a wide variety of binding types. He practiced lettering and decorative tooling, finishing, leather rebacks, and protective enclosures. Ned participated in a workshop on making marbled paper designs for bookbinding, and studied proper documentation of conservation treatments.

Morgan Mahan, Book Conservation Fellow, received her Bachelor of Fine Arts from the University of Alabama at Birmingham in 2016, where she first discovered her passion for bookbinding. She worked as Production Manager of Handbinding and Special Projects at Campbell-Logan Bindery in Minneapolis. There she oversaw the repair and restoration of a large assortment of bindings, created enclosures, and trained employees in repair techniques. Morgan has a particular interest in medieval bindings and illuminated manuscripts.

Key Imaging Personnel

Terrance D'Ambrosio, Director of Imaging Services, has worked in the field of digital imaging and visual resources since 2007. Terrance confers with NEDCC's clients to evaluate their collections and develop digital imaging proposals and specifications, and works closely with the Center's paper and book conservation laboratories on projects that require both conservation treatment and digital imaging. He sets standards for quality control and workflow in NEDCC's Digital Imaging department, and maintains best practices for digital capture and preservation. He is a graduate of Vassar College with a degree in Art History, and previously managed the Digital Imaging Unit of the New York Public Library.

David Joyall, Senior Photographer. His duties include producing high quality digital images that meet Federal Archives specifications, overseeing the quality of the images generated by the Imaging studio staff, maintaining the digital equipment in the studios and contacting clients when necessary. During his twenty-eight years at NEDCC, Mr. Joyall has managed major projects for the Library of Congress, National Park Service and the Woody Guthrie Archives. Public speaking engagements include presentations at NEDCC's "Digital Directions and Persistence of Memory" conferences. Mr. Joyall contributed to the Rochester Institute of Technology's "Benchmarking Art Image Interchange Cycles", a study to qualify digital image quality at major cultural heritage institutions.

Amelia Murphy, Collections Photographer, earned a Bachelor of Arts in History with a minor in Anthropology at the University of Massachusetts, Amherst, and a Certificate in Museum Studies from Tufts University. Amelia previously served as the Imaging Services Intern at NEDCC, and has also interned at the New Hampshire Boat Museum in Wolfeboro Fall, NH and the Knights of Columbus Museum in New Haven, CT.

Harrison Walker, Associate Collections Photographer, holds a Master of Fine Art from Temple University and a Bachelor of Fine Art, Studio Art, from the University of Alabama, Huntsville. He has previous experience as a Digital Media Assistant at Texas State University, where he was responsible for digitizing collections including prints, negatives, correspondence, and bound volumes. Harrison has served as instructor in Photography at the Maine Media Workshops, and presented programs at the University of Arkansas, Wesleyan College, and others.

Nino Gordeladze, Associate Collections Photographer, joined NEDCC in 2023 and has been working in the imaging field since 2010. Nino holds a B.S. degree in Imaging and Photographic Technology from the Rochester Institute of Technology and began her career at the Image Permanence Institute, where she contributed to significant grant-funded projects in digital print preservation. For the past decade, Nino has specialized in designing imaging systems for dermatological and cosmetics clinical research studies at SGS in Richardson, Texas. In addition to her technical pursuits, Nino is a skilled fine-art studio photographer, focusing on dance photography and portraiture. Originally from the Republic of Georgia, Nino is proficient in both the Georgian and Russian languages.

Sami Wright, Associate Collections Photographer, holds a BA in Art History and History with a minor in Museum Studies from St. Mary's College of Maryland. Prior to joining NEDCC she worked as a Glass Plate Scanning Technician on the DASCH Project at Harvard College Observatory, as a Project Photographer for a large scale, grant-funded digitization project at Historic New England, as a Collection Photography Consultant for Old Sturbridge Village, and as a Studio Assistant and Instructor at Boston Photography Workshops. Sami has also held several internships at the Smithsonian National Museum of American History and served as a Collections Fellow at Fort Ticonderoga.

B. Wells Douglas, Collections Photographer, earned a Bachelor of Fine Arts in Photography from Indiana University. He previously worked at the Indiana University Museum of Archeology and Anthropology as a collections assistant to digitize ethnographic photographs and artifacts from the collection, as a gallery assistant, preparator, and photographer for the Grunwald Gallery of Art, and he also maintains a personal archive of over 60,000 historical vernacular photographs and films from across the United States.

Caroline Mulligan, Collections Photographer. Caroline earned a BA with concentrations in English Nonfiction Writing and History from Brown University. She has completed an internship at the Vine Deloria, Jr. Library at the National Museum of the American Indian at the Smithsonian Institution, and worked as a student assistant at the John Hay Special Collections Library and Orwig Music Library at Brown University. Caroline provides logistical and administrative support for the Imaging Services department, including assisting collections photographers with digitization workflows, generating project proposals, assisting with rehousing of collections and handling large-format objects during digitization, assisting the registrar with incoming imaging projects, and general administrative duties.

Kim Ortega, Collections Photographer, earned an Honors Bachelor of Arts in Art Conservation and Art History at the University of Delaware. During their studies, Kim completed conservation internships at Winterthur Museum, Garden, and Library, imaging and treating taxidermied specimen, photographic materials, paintings, and more. Kim worked as a Collections Maintenance Technician at the Isabella Stewart Gardner Museum in Boston and served as a paper conservation technician at the Historic Architecture, Conservation, and Engineering Center for the Northeast Region of the National Park Service. Kim worked with and captured treatment images for a variety of materials from the National Park Service collection and managed an archival treatment of 18th century manuscripts from Morristown National Historical Park. In their spare time, Kim volunteers with the Events and Outreach Committee for The History Project: Documenting LGBTQ Boston.

VIII. Required Forms & Documents

- ☐ **Form A: General Bid Form**
- ☐ **Form B: Statement of Competency**
- ☐ Form C: Bid Price Form (included in sealed Price Proposal)
- ☐ **Form D: Contract (signed)**
- ☐ **W9**

FORM A - GENERAL BID FORM

The accompanying **Statement of Competency** and **Bid Price Form** are hereby submitted in response to the RFP cited above. All information, statements and prices are true, accurate and binding representations of its intentions and commitments in responding to this RFP.

This bid applies to the category(s) of goods and/or services marked with an "X" below.

☒ **Conservation of Historic Documents Contract # 24-34**

Vendor Name:	Northeast Document Conservation Center		
Street:	100 Brickstone Square, Suite 401		
City:	Andover	State:	MA Zip: 01810
Phone:	978-470-1010	e-mail:	info@nedcc.org
Web Address:		www.nedcc.org	

Non-Collusion Statement

The undersigned certifies under penalties of perjury that this bid has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Taxes Paid Certification

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am/my company is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and VENDORS, and withholding and remitting child support.

For the Bidder:

X 
Name: Bexx Caswell-Olson

Title: Director of Book Conservation

**Attach certificate of corporate vote
(if required by Section 7)**

Date: 2/16/24

FORM B - STATEMENT OF COMPETENCY

I hereby certify that the Bidder meets or exceeds the competency criteria set out in this RFP.

I further attest to the following assertions:

1. Bidder is an authorized dealer of **Conservation of Historic Documents**.
2. The Bidder has been in business for a minimum of 3 years.
3. Provision of the items specified in this RFP is consistent with the Bidder's normal lines of business.
4. The Bidder is incorporated, and if required licensed, to do business in Massachusetts.
5. The Bidder will receive favorable ratings from the following references, **please attach a reference sheet as well per the "Reference" requirements**.

- ☐ Tricia Dzuris, Town Clerk of Town of Chelmsford, MA
- ☐ Elizabeth Roscio, Preservation Librarian of State Library of Massachusetts, Boston, MA
- ☐ Sean Fisher of Mass. Department of Conservation (DCR), MA
- ☐ James Roth of John F. Kennedy Library & Museum, MA
- ☐ _____ of _____, MA
- ☐ Mary S. Searles, Law Librarian of New Hampshire State Law Library, NH
- ☐ Rebecca Hatcher, Preservation Librarian of Yale University, Beinecke Rare Book & Manuscript Library, CT
- ☐ Jenna Fleming of Rockefeller Archive Center, NY
- ☐ _____ of _____, _____
- ☐ _____ of _____, _____

For the Bidder:

X 

Name: Bexx Caswell-Olson

Title: Director of Book Conservation

Date: 02/16/24

FORM D - CONTRACT

CONTRACTUAL AGREEMENT TO PURCHASE

Conservation of Historic Documents #24-34

* Required entry

ARTICLE 1

CONTRACTING PARTIES

1. **THIS AGREEMENT** made effective by dated signature of the Parties hereto, by and between the
Town of Lexington, and
Northeast Document Conservation Center * [Vendor], whose principal office address and state of incorporation are set forth in Section 10.2.

ARTICLE 2

SUBJECT OF AGREEMENT

2. **WHEREAS**, The Town of Lexington desires to retain the Vendor to provide goods and/or services to the Town, and the Vendor is willing to accept such engagement, pursuant to the terms and conditions of this Agreement, including any Additional and Special Terms and Conditions listed in Exhibit C, and the following Request for Proposal [RFP]:

RFP#: 24-34 Conservation of Historic Documents

As it relates to provision of the items specified in Appendix A and as hereinafter set forth.

3. **NOW, THEREFORE**, in consideration of the mutual covenants hereinafter set forth, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

ARTICLE 3

ENGAGEMENT OF THE VENDOR

- 3.1 The Town of Lexington hereby engages the Vendor, and the Vendor hereby accepts the engagement, to provide goods to and/or perform certain services for the Town, as described in Article 2.
- 3.2 In the performance of service under this Agreement, the Vendor acts at all times as an independent vendor. There is no relationship of employment or agency between the Town, on the one hand, and the Vendor on the other, and neither party shall have nor exercise any control or direction over the method by which the other performs its work or functions aside from such control or directions as provided in this Agreement which the parties view as consistent with their independent vendor relationship.

ARTICLE 4

SERVICES OF THE VENDOR

- 4.1 The Vendor will provide the goods and/or services as described in the RFP cited in Section 2 [the Work].
- 4.2 The Vendor shall report, and be responsible, to the Town or its designee as set forth on Exhibit B.
- 4.3 There shall be no modification to the list of goods, including substitutions of specific products offered in the Vendor's bid, or amendment of the scope of services provided for in this Agreement, without the prior written approval of the Town. The Town of Lexington shall be under no obligation to pay for any goods or services not so authorized.

4.4 The Vendor represents and warrants to the Town of Lexington as follows:

4.4.1 That it and all its personnel (whether employees, agents or independent vendors) are qualified and duly licensed as required by law and/or local municipal code to provide the goods and/or services required by this Agreement.

4.4.2 That it further agrees to perform services, including manufacturing, in a professional manner adhering to a reasonable standard of care and in accordance with all applicable State or Federal laws, rules and regulations.

4.4.3 That it will obtain any and all permits, bonds, insurances and other items required for the proper and legal performance of the work.

4.4.4 That it is not a party to any agreement, contract or understanding, which would in any way restrict or prohibit it from undertaking or performing its obligations hereunder in accordance with the terms and conditions of this Agreement.

4.4.5 That it does not now, and will not during the term of this Agreement, conduct business with parties located in or supported by countries identified by the U.S. government as funding, harboring, supporting, promoting or otherwise facilitating terrorist organizations or activities, nor will it provide goods or services produced under such circumstances.

ARTICLE 5

TERM

5.1 The term of this Agreement shall commence on the date of its execution by both parties and continue until its purpose is accomplished and acknowledged by formal acceptance and acknowledgment of the Vendor's performance by the Town of Lexington, or until otherwise terminated as provided by this Agreement or the RFP.

5.2 The Vendor agrees to proceed with the Work promptly upon execution of this Agreement and to diligently and faithfully prosecute the Work to completion in accordance with the provisions hereof. The Vendor acknowledges that time is of the essence as it relates to performance under this Agreement.

ARTICLE 6

PAYMENTS TO THE VENDOR

6.1 Compensation due the Vendor shall be paid as specified in section 27.

ARTICLE 7

TERMINATION

7.1 Either the Town of Lexington or the Vendor may terminate this Agreement for cause upon written notice given by the non-defaulting party. For the purposes of this provision, "cause" shall include the failure of a party to fulfill its material duties hereunder in a timely and proper manner.

7.2 The Town of Lexington shall have the right to terminate this Agreement for its convenience upon ten (10) days written notice.

7.3 Following termination of this Agreement, the parties shall be relieved of all further obligations hereunder except that:

7.3.1 The Town shall remain liable for payments for the services and/or expenses of Vendor accrued prior to the effective date of the notice of termination in compliance with this Agreement (less all costs reasonably incurred by the Town as a result of the Vendor's default, if any), as determined by the Town, but for no other amounts including, without limitation, claims for lost profits on work not performed.

7.3.2 The Vendor shall remain liable for any damages, expenses or liabilities arising under this Agreement (including its indemnity obligations) with respect to work performed pursuant to the Agreement.

ARTICLE 8

INSURANCE AND INDEMNIFICATION

8.1 The Vendor agrees to indemnify and save The Town of Lexington harmless from any and all manner of suits, claims, or demands arising out of any errors, omissions or negligence by the Vendor (including all its employees or agents) in

performing the **WORK**, or any breach of the terms of this Agreement, which constitute an obligation of the Vendor. The Vendor shall reimburse the Town for any and all costs, damages and expenses, including reasonable attorney's fees, which the Town pays or becomes obligated to pay, by reason of such activities or breach. The provisions of this Section shall be in addition to and shall not be construed as a limitation on any other legal rights of the Town expressed or not expressed in the **RFP** and with respect to this Agreement.

8.2 Before commencing **WORK**, the Vendor shall obtain, and shall maintain throughout the term of this Agreement, insurance at limits specified in the **RFP** and provide written documentation of such in the form specified in the **RFP**.

8.3 The Vendor shall give the Town of Lexington 20 days (twenty) written notice and copies of documentation in the event of any change or cancellation of coverage.

ARTICLE 9

GENERAL PROVISIONS

9.1 Upon the expiration or termination of this Agreement for any reason, any data, drawings, specifications, reports, estimates, summaries and other work product which have been accumulated, developed or prepared by the Vendor (whether completed or in process) shall become the property of the Town of Lexington. The Vendor shall immediately deliver or otherwise make available all such material to the Town.

9.2 Neither party may assign, transfer or otherwise dispose of this Agreement or any of its rights hereunder or otherwise delegate any of its duties hereunder without the prior written consent of the other party. Any such attempted assignment or other disposition without such consent shall be null and void and of no force and effect.

9.3 Except as otherwise expressly provided in this Agreement, any decision or action by the town of Lexington relating to this Agreement, its operation, or termination, shall be made only by the Town or its designated representative identified in **Exhibit B**.

9.4 This Agreement, together with its **Exhibits**, the **RFP** referenced above and its **Addenda**, the required supplemental documents and any additional exhibits, constitute the entire agreement between the Town of Lexington and the Vendor with respect to the matters set forth therein and may not be changed (amended, modified or terms waived) except by a writing signed by both parties. Any notices required or allowed shall be sent by receipt-verified mail, e-mail, fax or courier to the persons designated in **Exhibit B**.

9.5 In the event any terms and conditions of this Agreement conflict with those contained in the **RFP** and its **Addenda**, the **RFP** and its **Addenda** shall prevail.

9.6 This Agreement is governed by the laws of Massachusetts and shall be construed in accordance therewith.

ARTICLE 10

SIGNATURES

10.1 For the Town of Lexington:

X
Signature

Name

Title

Date

781-698-4558
Phone

781-861-2794
Fax

@lexingtonma.gov
e-mail

X
Signature


Name

COMPTROLLER
Title

GL CODE(S)

CONTRACT PRICE

10.2 For the Vendor:

X 
* Signature

Executive Director
* Title

Bill Veillette
* Name

02/16/24
* Date

Northeast Document Conservation Center
* Company Name

100 Brickstone Square, Suite 401
* Street/P.O. Box

Andover, MA 01810
* City, State, ZIP

978-470-1010
* Phone

978-475-6021
* Fax

bveillette@nedcc.org
* e-mail

* Affix Corporate Seal ⇨
(or mark "n/a")

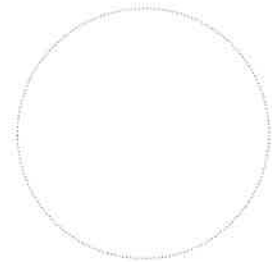


EXHIBIT A

List of Procured Items

The following list contains a list of some of the items procured through and subject to this contract.

[illegible]

Initialed For:

Town of Lexington: _____

* Vendor: BV

EXHIBIT B

NOTICE ADDRESSEES

A.1 For Town of Lexington:

ELIZABETH MANCINI

Name

DIRECTOR OF PURCHASING

Title

1625 Massachusetts Ave.

Street Address

LEXINGTON, MA 02420

City, State, ZIP

781-698-4628

Phone

781-861-2794

Fax

emancini@lexingtonma.gov

e-mail

A.2 For the Vendor:

Bill Veillette

* Name

Executive Director

* Title

100 Brickstone Square, Suite 401

* Street Address

Andover, MA 01810

* City, State, ZIP

978-470-1010

* Phone

978-475-6021

* Fax

bveillette@nedcc.org

* e-mail

EXHIBIT C

ADDITIONAL AND SPECIAL TERMS AND CONDITIONS

The Town of Lexington and the Vendor agree that the following additional and special conditions apply to and shall be held in full force and effect during the term of this contract:

1. This is awarded to only one vendor for all goods and services listed in Appendix A and Form C for a minimum of 3 years with the option to extend for up to an additional 2 years per the bidding specifications and pricing as to form.

Initialed For:

Town of Lexington: _____

* Vendor: BV

EXHIBIT D

ATTACHMENTS

1.0 Request for Proposal: Conservation of Historic Documents #24-34

2.0 Other Bid Documents:

- General Bid Form
- Statement of Competency
- Bid Price Form

3.0 Other Documents:

- **Insurance Certificate(s)**__ (to be provided for contract execution)
- **W9**_____

Request for Taxpayer Identification Number and Certification

Give this Form to the
requestor or the
department you are doing
business with.

► Online instructions at: macomptroller.org/wp-content/uploads/instructions_w-9.pdf

Print or type.
See Specific Instructions on page 3.

1 Business name/Taxpayer (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Northeast Document Conservation Center, Inc.

2 Business name/disregarded entity name/dba, if different from above.

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1.
Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☒ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ►

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do **not** check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on Page 4):

Exempt payee code (if any):
5

Exemption from FATCA reporting code (if any):

(Applies to accounts maintained outside the U.S.)

5 Legal Address (number, street, and apt. or suite no.) See instructions.

100 Brickstone Sq, Ste 401

6 City, state, and ZIP code

Andover, MA 01810

Requester's name and address (optional)

7 Remittance Address (if different from Legal Address)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, on Page 5. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, on Page 5.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number to Give the Requester* for guidelines on whose number to enter.

Social security number

- -

or

Employer identification number

23 - 7349330

DUNS Number

Please confirm with the state agency if this is required for vendors receiving federal funds.

076579283

Unique Entity Identifier (SAM)

As of April 4, 2022, all vendors that receive federal grant funds must submit their Unique Entity Identifier registered in the System of Awards Management (SAM).

GAJ5NQALGTA9

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You check the following box if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, on Page 5.

☐ Item 2 does not apply.

5. I am an active Commonwealth of Massachusetts state employee: (check one) ☐ Yes ☒ No

If yes, I certify compliance with the Massachusetts State Ethics Commission requirements at <https://www.mass.gov/ethics>.

Sign
Here

Signature of
U.S. person ►

Bin Lin

Date ► 11/29/2023

IX. Attachments

- ☐ Attachment A: Certificate of Insurance (Sample)
- ☐ Attachment B: Staff Resumes



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/16/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Amplified Insurance Partners 30 Southwest Park Westwood MA 02090	CONTACT NAME: Tamara Georgacopoulos PHONE (A/C, No, Ext): (617) 964-5340 FAX (A/C, No): (617) 965-1843 E-MAIL ADDRESS: tamarag@amplifiedinsurance.com INSURER(S) AFFORDING COVERAGE INSURER A: Pacific Employers Ins. Co. INSURER B: Great Northern Insurance INSURER C: ACE Property & Casualty Ins. Co INSURER D: Chubb Indemnity Insurance Co INSURER E: Coalition Insurance Solutions, Inc. INSURER F:	NAIC # 22748C 20303 20699C 12777
INSURED Northeast Document Conservation Center, Inc. 100 Brickstone Sq Suite 401 Andover MA 01810-1438		

COVERAGES**CERTIFICATE NUMBER:** 23-24 Masterw/23-24 Cyber**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			SERMAD9476581A3N	04/01/2023	04/01/2024	EACH OCCURRENCE \$ 1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000				
			MED EXP (Any one person) \$ 10,000				
			PERSONAL & ADV INJURY \$ 1,000,000				
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			73609163	04/01/2023	04/01/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
			BODILY INJURY (Per person) \$				
			BODILY INJURY (Per accident) \$				
			PROPERTY DAMAGE (Per accident) \$				
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB DED RETENTION \$			UMBMAD947658213N	04/01/2023	04/01/2024	AGGREGATE \$ 5,000,000
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input checked="" type="checkbox"/> N	N / A	71776455	04/01/2023	04/01/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
			E.L. EACH ACCIDENT \$ 1,000,000				
			E.L. DISEASE - EA EMPLOYEE \$ 1,000,000				
			E.L. DISEASE - POLICY LIMIT \$ 1,000,000				
E	Cyber Liability			C-4LRU-169090-CYBER-2023	10/14/2023	10/14/2024	Limits \$1,000,000 Deductible \$10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

F. Management Liability, MY1020070-00, 04/01/2023 -04/01/2024, D&O \$ 3,000,000 Deductible \$10,000 EPLI \$ 1,000,000 deductible \$5,000, Fiduciary Liability \$1,000,000 Deductible \$ 0
Berkley Insurance- Inland Marine-Fire Arts, BHTB-000257-F01, 11/10/2022-11/10/2023 Max. Limits Any one item \$ 250,000, Policy Max. limits \$ 2,000,000

CERTIFICATE HOLDER**CANCELLATION**

For Informational Purposes Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ADDITIONAL COVERAGES

Ref #	Description				Coverage Code	Form No.	Edition Date
	Business Owners Liab Enhnc				BLENH		
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
1,000,000					\$25.00		
Ref #	Description				Coverage Code	Form No.	Edition Date
	Data Compromise				DATAC		
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
10,000	10,000				\$90.00		
Ref #	Description				Coverage Code	Form No.	Edition Date
	EDPMD				EDPMD		
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
10,000							
Ref #	Description				Coverage Code	Form No.	Edition Date
	EDLIA				EDLIA		
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
25,000							
Ref #	Description				Coverage Code	Form No.	Edition Date
	Underinsured motorist combined single limit				UNCSL		
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
1,000,000	1,000,000						
Ref #	Description				Coverage Code	Form No.	Edition Date
	Compulsory Bodily Injury						
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
20,000	40,000						
Ref #	Description				Coverage Code	Form No.	Edition Date
	PIP-Single limit				CPIP		
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
8,000							
Ref #	Description				Coverage Code	Form No.	Edition Date
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
Ref #	Description				Coverage Code	Form No.	Edition Date
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		
Ref #	Description				Coverage Code	Form No.	Edition Date
Limit 1	Limit 2	Limit 3	Deductible Amount	Deductible Type	Premium		

Attachment B: Staff Resumes

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JONATHAN GOODRICH

Northeast Document Conservation Center • 100 Brickstone Square, Andover, MA 01810
(978) 470-1010 ext. 215 • jgoodrich@nedcc.org

Registrar, Northeast Document Conservation Center, Andover, MA

2000 – Present

- Document, inventory, organize, and track movement of client artworks and documents
- Coordinate with and assist clients, NEDCC staff, customs brokers, and fine arts carriers to expedite conservation treatment, shipping, and logistics
- Organize and manage regular courier trips from NEDCC to clients throughout the northeastern United States
- Manage fine art handling, packing, and secure shipping of client materials
- Monitor climate and security for storage of artworks and documents

Additional Experience

Assistant Registrar, U.S. Holocaust Memorial Museum, Washington, DC

1997- 2000

- Processed new acquisitions to collection, including documentation, accessioning, numbering, storage,
- Movement, photography, condition reports, and database management
- Managed incoming and outgoing loans, including packing, shipping, insurance, and customs brokerage
- Supported Museum exhibitions including installation and deinstallation of artifacts
- Couriered loan shipments and incoming acquisitions
- Controlled access to collections by Museum staff and researchers

Museum Cataloguer, U.S. Holocaust Memorial Museum, Washington, DC

1995 – 1997

- Researched and recorded catalog information for incoming artifacts
- Examined and recorded physical condition of incoming collections
- Performed research and translation from German language sources
- Packed, moved, and rehoused collections
- Photographed artifacts for curatorial records

Photographic Archive Intern, U.S. Holocaust Memorial Museum, Washington, DC

1994

- Researched, recorded, and edited catalog information to supplement photographic holdings
- Performed research and translation from German language sources
- Scanned photographic images into cataloging database
- Assisted donors, researchers, and visitors with their questions and requests

Intern / Curatorial Assistant, National Museum of Natural History, Smithsonian Institution, Washington, DC

1992 – 1994

- Coordinated initial preparation for two traveling exhibitions, including negotiating with exhibition
- Coordinated with Smithsonian offices and outside brokers to meet production, conservation, and shipping deadlines, and to secure funding
- Photographed collections for research use
- Supervised access to collections by visitors and researchers
- Assembled and prepared new storage units for transfer of collections at S.I. Museum Support Center
- Transcribed Anthropologist's field journal for use in documentary film and academic publications
- Managed daily administration of busy curatorial office

Education

The George Washington University, Washington, DC

M.A. Museum Studies, January 1996; Academic Concentration: Collections Management, History

Connecticut College, New London, CT

B.A. International Relations, 1989; Minors: Studio Art, German; Foreign Study: Albert-Ludwig University, Freiburg, Germany 1987-1988

Awards and Professional Organizations

Grantee: National Endowment for the Humanities, Museum Collections Management 1993-94

Member: New England Museum Association, National Trust for Historic Preservation

BEXX CASWELL-OLSON

Northeast Document Conservation Center • 100 Brickstone Square, Andover, MA 01810
978-470-1010 • bcaswell@nedcc.org

PROFESSIONAL EXPERIENCE

2018 – Present

Director of Book Conservation, *Northeast Document Conservation Center*

Manages all book conservation activities at the Center; Conducts condition assessments and consults with clients; Works collaboratively with other department heads and book conservation staff to create estimates and proposals for incoming conservation work; Maintains fiscal oversight of the book conservation department; Provides guidance and training to book conservation staff; Performs collection and item level assessments; Teaches workshops and gives presentations on book conservation.

2014 – 2018

Special Collections Conservator, *Michigan State University Libraries*, East Lansing, Michigan

Created and maintained special collections conservation workflows; Performed complex conservation treatments on a variety of special collections materials; Maintained written and photographic documentation of conservation treatments; Conducted item and collection level condition surveys and assesses items for treatment; Prepared items for exhibition, including the creation of custom mounts; Trained and supervised a FTE Conservation Technician; Trained and supervised student workers in the creation of custom enclosures; Served as Health and Safety Officer for the Conservation Lab; Participated in disaster preparedness and disaster recovery efforts.

2010-2012

Vail Conservation Technician, *Massachusetts Institute of Technology, Hayden Library*, Cambridge, MA

Responsibilities included the treatment of works of art on paper, photographic materials, archival documents, and large format objects; client consultation and project development; onsite evaluations; laboratory supervision and training of conservation technicians; material research and equipment acquisition.

2009, Summer

Lennox Foundation Preservation Intern, *Iowa State University Libraries*, Ames, Iowa

Specialized in the conservation of works of fine art on paper, photographic materials, and archival documents; client consultation.

EDUCATION

North Bennet Street School; Boston, Massachusetts

Diploma in Bookbinding 2009. Two-year, ACCSCT accredited bench work program concentrating on historic and contemporary binding structures and on conservation/repair techniques

Simmons College, Graduate School of Library and Information Science; Boston, Massachusetts

M.S. Library Science, 2006. Focus in Preservation Management

Eugene Lang College, New School University; New York, New York

Bachelor of Arts, 2003. Non-Fiction Writing and Journalism

LECTURES, WORKSHOPS, PUBLICATIONS

Caring for Scrapbooks; Northeast Document Conservation Center, Webinar, August 8, 2019

“Conservation Tips & Tricks – Blotter Wrapped Boards” Guild of Book Workers Newsletter 225 (2016)

Exhibition Methods for Small-Scale Library Displays; Michigan Conservation and Collection Care Camp 6, November 8, 2017

“Germany and the Modernization of Bookbinding: Evidence from Michigan State University’s Criminology Collection”. *Suave Mechanicals, Volume 5*. Ann Arbor: Legacy Press, 2019. With Patrick Olson

How to Handle (Almost) Everything: Best Practices for Books, Paper, and Textiles; w/ Camille Myers Breeze, Presented at the Connecticut League of History Organizations Summer School, June 24, 2020

Long-Term Preservation for Early Records Books; Northeast Document Conservation Center, Webinar, April 25, 2019

Preventing and Responding to Mold in Book and Paper Collections; Northeast Document Conservation Center, Webinar, August 28, 2019; July 14, 2020; July 13, 2021

REALM Project: Collections and Facilities: Caring for Your Resources During COVID-19; Webinar, October 8, 2020. Updated and presented for FAIC Connecting to Collections Care Series, March 10, 2021

REALM Project: Lessons Learned and Planning for the Future; FAIC Connecting to Collections Care, Webinar, August 12, 2021

Surface Cleaning Techniques for Paper-Based Materials; Northeast Document Conservation Center, Webinar, June 9, 2020; June 15, 2021

Thinking Outside the Box When Boxing; Presented at the Connecticut League of History Organizations Annual Conference, June 3, 2019

You Want Me to Treat *What?*; Presented at the Michigan Conservation & Collections Care Camp 5, November 2, 2016

PROFESSIONAL AFFILIATIONS

American Institute for Conservation (AIC)

- Professional Associate Member, December 2019 – present
- Associate Member, May 2006 – November 2019
- Book and Paper Group Member, 2006-present
- Assessor, *Collections Assessment for Preservation Program* (CAP)

Guild of Book Workers

- President, 2016-2023
- Vice President, 2013-2016

New England Conservation Association

- Member

JESSICA H. HENZE

Northeast Document Conservation Center • 100 Brickstone Square, Andover, MA 01810
978-470-1010 • jhenze@nedcc.org

PROFESSIONAL EXPERIENCE

2021 – Present

Senior Conservator, *Northeast Document Conservation Center*, Andover, MA

Associate Conservator, 2010-2021; Assistant Conservator 2008-2010; Conservation Technician 2006-2008

Execute all aspects of conservation treatment on bound and unbound printed books and manuscripts. Treatments include paper repair and alkalization; phytate treatment to stabilize iron gall ink; rebacking of cloth, paper, leather and parchment bindings; and rebinding in a variety of appropriate materials and structures. Produce treatment documentation including written reports of condition and treatment performed, and photographic records of same. Create conservation treatment proposals and cost estimates in consultation with clients and colleagues. Perform onsite assessments of client material to provide guidance on a broad range of preservation and conservation topics. Answer inquiries about book conservation from clients and the general public. Participate in outreach activities including writing articles for NEDCC's web-presence, attending and/or presenting at conferences, and mentoring interns. Work to improve file-naming and other records management protocols.

2007 – 2008

Samuel H. Kress Fellow, National Endowment for the Arts Conservation Intern, *Northeast Document Conservation Center*, Andover, MA

Performed treatment on a wide variety of books, including an architectural sketchbook, scrapbooks, manuscript record books and 18th and 19th century bound imprints. Performed treatment on paper objects including currency and other paper items recovered from the Titanic, 19th century manuscript documents in iron gall ink, and documents with paper, wax and starch seals. Completed a workshop in Medieval binding at Centro del Bel Libro in Ascona, Switzerland.

2006, Summer

Book Conservation Intern, *Carolina Rediviva Library*, Uppsala University, Sweden

Learned European bookbinding and conservation practices by treating books and making models with guidance of Carolina conservation staff. Repaired bindings including tissue repair of leather tightback bindings, leather rebacks, and rebinding in half-leather. Made binding models including Byzantine, 15th century longstitch, and French fine binding structures.

2005, Summer

Book Conservation Intern, *Northeast Document Conservation Center*; Andover, MA

Performed conservation treatment of seventy-five 18th century pamphlets.

EDUCATION

North Bennet Street School, Boston, MA

Diploma in Bookbinding, 2009. Two-year, ACCSCT accredited bench work program concentrating on historic and contemporary binding structures and on both conservation and repair techniques

University of New Hampshire, Durham, NH
Bachelor of Arts, 2003. Major in Anthropology, minor in Linguistics

LECTURES, WORKSHOPS, PUBLICATIONS

“Understanding Archival Storage Materials” Webinar, *Northeast Document Conservation Center*, July 2020

“Conservation Treatment of William Bradford’s *Of Plimouth Plantation*” *Historical Journal of Massachusetts*, Vol. 47 (2), Summer 2019

“Caring for Scrapbooks” Workshop, *Northeast Document Conservation Center*, May 2017

“Handling Rare Books” Workshop, *Elling O. Eide Research Library*, Sarasota, FL, May 2016.

“Keeping it Simple: Conservation Treatment of the University of Illinois Kelmscott Chaucer” *NEDCC Stories*, August 2015

“Mayflower Passages: Conservation Treatment and Digitization of William Bradford’s *Of Plimoth Plantation, 1630-1650*” *NEDCC Stories*, May 2015

“They Knew They Were Pilgrims: Conserving and Digitizing a Treasure of the Commonwealth” *Digital Commonwealth Conference*, Worcester, MA, 2014.

PROFESSIONAL AFFILIATIONS

American Institute for Conservation (AIC)

- Professional Associate (PA) Member
- Book and Paper Group Member

Phi Beta Kappa Society

- Member

KIYOSHI IMAI

Northeast Document Conservation Center • 100 Brickstone Square, Andover, MA 01810
978-470-1010 • kimai@nedcc.org

PROFESSIONAL EXPERIENCE

1997-Present

Associate Book Conservator, *Northeast Document Conservation Center*, Andover, MA

Conservation treatment of books including documentation, collation, dry cleaning, disbinding, tape removal, washing, aqueous and nonaqueous deacidification, mending, guarding, lining, polyester film encapsulation, and binding in different styles including case, split board, post-binding, Japanese and laced-in structures covered with cloth, paper and leather. Responsible for ordering Japanese papers and tools from manufacturers and distributors in Japan.

1994-1997

Assistant Book Conservator, *Northeast Document Conservation Center*, Andover, MA

1989-1993

Book Conservation Technician, *Northeast Document Conservation Center*, Andover, MA

EDUCATION

North Bennet Street School, Boston, MA

Advanced Bookbinding Diploma, 1989

One year of full-time instruction and bench work including extensive leather work: quarter, half and full leather laced-in and English Library Style (split board) bindings; leather rebacking; edge gilding; gold and blind tooling and lettering with a hand pallet; Japanese binding styles; and dyeing cloth and paper.

Basic Bookbinding Certificate, 1988

One year of full-time instruction and bench work including a survey of non-adhesive bindings and a complete study of case bindings including square backs, rounded spines, rounded and backed spines, "built in groove" cases, covered in quarter leather with vellum tips and paper; cloth rebacking and corner repair; double fan adhesive bindings; washing and deacidification of paper; paper repair including mending, guarding, hinging, and lining; polyester film encapsulation; construction of drop spine boxes and slip cases; stamping titles on leather labels; making paste paper and marbled paper; and sewing different styles of endbands.

Osaka Henshu Kyoshitsu (Osaka School of Editors), Osaka, Japan

Certificate in the Making of Children's Books, 1987

One year of part-time study in creating, writing, illustrating, editing and binding publications. Illustrated the cover of and was part of the editing team of the school's annual publication "Hanagire."

EXHIBITIONS

- Tokyo Bookbinding Club shows - 2001, 2003, 2005
- North Bennet Street School shows - 1988, 1989, 1997–2006
- Guild of Book Workers, New England Chapter shows - 1991, 2008
- Gallery Miyazaki, group shows - 1986, 1987, 1988

PRESENTATIONS

- Boston Athenaeum, Leafcasting Workshop - 2008
- North Bennet Street School, Leafcasting Workshop - 2007
- North Bennet Street School, Japanese Bookbinding workshops - 1999–2005
- Guild of Book Workers Standards of Excellence Seminar - 2004

PUBLICATIONS

“The National Archives Centers in Vietnam and Their Cooperation Project in Conservation with Japanese Conservators” *Paper Conservation News*, Number 88, December 1998, pp. 6-7.

“Searching the Paper Villages in Vietnam” *World of Washi*, Volume 3, Number 3, Fall 1997.

PROFESSIONAL AFFILIATIONS

American Institute for Conservation

- Professional Associate Member

ABRA MUELLER

Northeast Document Conservation Center • 100 Brickstone Square, Andover, MA 01810
978-470-1010 • amueller@nedcc.org

PROFESSIONAL EXPERIENCE

September 2023-Present

Assistant Book Conservator, *Northeast Document Conservation Center*, Andover, MA

Performs complex conservation treatments on a variety of bound materials, writes condition reports and treatment proposals, meets with clients to discuss treatment goals, participates in education and outreach activities.

June-August 2023

Enclosures Technician, *Widener Library, Harvard University*, Cambridge, MA

Created custom boxes for a variety of fragile materials in Harvard's circulation collections.

Summer 2022 and 2023

Book Conservation Intern, *Northeast Document Conservation Center*, Andover, MA

Under the supervision of the Senior Book Conservator, completed conservation of a variety of materials. Treatments included written and photographic documentation, surface cleaning, paper repair, rebacking, and rebinding of historic volumes.

December 2021-August 2023

Continuing Education Student Liaison, *North Bennet Street School*, Boston, MA

Worked directly with Continuing Education instructors to coordinate and prepare materials for upcoming workshops and programs; Ensured all materials (text blocks, cover boards, pastes, etc.) are prepared to instructors' exact specifications and to the highest quality; Required to work entirely independently and without supervision.

July 2015–August 2020

Chief Music Librarian, *Madison Early Music Festival*, Madison, WI

Compiled, collated, and distributed all choral, orchestral, and chamber music for over one hundred festival participants, maintaining complete accuracy to ensure an efficient registration experience for all members and teammates; Collaborated remotely with other festival staff throughout the year to establish a streamlined system of distribution and library maintenance during the week-long summer festival

EDUCATION

North Bennet Street School, Boston, Massachusetts

2021-2023, Diploma in Bookbinding

Two-year, ACCSCT accredited bench work program concentrating on historic and contemporary binding structures and on conservation and repair techniques.

Simmons University, Boston, Massachusetts

May 2021, Masters of Library Science

Specialized in Preservation and Book History. GPA 3.95

University of Southern Maine, Portland, ME

May 2012, Bachelor of Music in Music Education

- Specialization in Medieval and Renaissance historic performance
- Chief Choral Librarian for School of Music
- President, American Choral Directors Association Student Chapter

PROFESSIONAL AFFILIATIONS

- American Institute for Conservation, Associate Member
- Guide of Book Workers, Member

AMELIA A. SORENSEN

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978-470-1010 • asorensen@nedcc.org

PROFESSIONAL EXPERIENCE

2012-2013 and 2018-Present

Assistant Conservator, *Northeast Document Conservation Center*, Andover, MA

Evaluate and treat special collections and historic volumes from the incunabula-era through to the 20th-century. Duties include proposing both conservation treatments and object housing with an estimate for the cost of work for our numerous and varied clients. Each project receives full treatment documentation including, collation, a record of treatments performed and materials used, and digital photography meeting guidelines to record the object's condition before, during, and after treatment. Recent projects have included: full and quarter rebinds in leather or cloth in tight joint, laced-in, and case-structures and with stamped titles and hand tooling; leather, cloth, and parchment rebacks using original materials in combination with new leather, airplane linen or cotton, or Japanese papers; early 20th-century board game rebacks and box repair; scrapbook disbinding with foldering and boxing; mechanical and solvent-based tape-removal; removal of previous and detrimental mends then stabilizing a large fold-out map; paper and parchment mending including repair and stabilization of tears and losses using Japanese paper papers and even leaf-casted fills when appropriate; aqueous treatments and deacidification including ethanol washing and phytate protocols to reduce the presence of destructive free iron ions in corrosive manuscript inks; and long-term storage solutions including four-flap enclosures and archival boxes.

2010-2011

Samuel H. Kress Fellow, *National Endowment for the Arts Conservation*, *Northeast Document Conservation Center*, Andover, MA

Continued and further developed the conservation techniques and treatments learned at NEDCC during previous internship. Rebound volumes in full leather then tooled and titled in gold, performed Japanese paper rebacks, created post-bindings for polyester film encapsulated contents, constructed split-board structures for large record books, leafcasted leaves damaged by mold and pests, blotter washed hand-tinted plates with soluble media, reduced stains at suction table and with solvents at suction disk, removed tape mechanically and with locally applied heat, and performed bookkeeper deacidification when appropriate.

2010

Book Conservation Intern, *Boston Athenæum*, Boston, MA,

Concurrent with the last semester of North Bennet Street School studies, interned with head conservator to treat priority volumes in the institution's collections. Surface-cleaned broadsides and vellum bindings; assisted with the Gore-Tex humidification of a large map to remove previous guards before it was flattened and repair with Japanese paper; performed rebacks of cloth and papercase bindings with Japanese paper after tears were mended, the sections were guarded and resewn; and made custom-fit drop-spine boxes during this Fridays in Spring internship.

Summer 2009

Book Conservation Intern, *Northeast Document Conservation Center*, Andover, MA

Treated early 19th century pamphlets previously housed in damaging and acidic early 20th-century library pamphlet bindings.

Book Conservation Intern

New England Historic Genealogical Society, Boston, Massachusetts

Treated 19th century cloth bindings with rebacking and contributed to a book spine digitization project during this Fridays in Spring internship.

2006–2008

Collections Care Volunteer, *Museum of Fine Arts*, Boston, Massachusetts

Dusted and cleaned objects on display in the galleries (paintings, frames, sculptures, furniture, decorative arts, Plexiglas, mounts, platforms), un-framed photographs and prints.

2005–2006

Intern and Registrar's Assistant, *Museum of Fine Arts*, Boston, Massachusetts

This internship transitioned into a temporary position. Gained proficiency in the “The Museum System” collections management database system; performed registrations, cross offs, and accessions, collection documentation research and updates. Facilitated in-coming and out-going loans and requests; handled curatorial department decision letters; correspondence; created loan agreements and reports; monitored facility report files, shipping releases, and received packing notes; and oversaw packing, installation, deinstallation, and storage of art objects.

EDUCATION

North Bennet Street School, Boston, Massachusetts

Diploma in Bookbinding, 2010. Two-year, ACCSCT accredited bench work program concentrating on historic and contemporary binding structures and on conservation and repair techniques.

Harvard Extension School, Cambridge, Massachusetts

Museum Studies Certificate (CMS), 2003. Coursework including Preservation of Objects, Collections and Curation, Museum Education, and Scholarly Writing. Internships in Collection Care, and Registration. Ongoing continuing education in Intellectual Property and Chemistry.

Lewis & Clark College, Portland, Oregon

Bachelor of Arts, 2001. Economics with concentration in Economic History. Cultural and language immersion in St. Petersburg, Russia.

PROFESSIONAL AFFILIATIONS

American Institute for Conservation

- Professional Associate Member
- Book and Paper Group Member
- Nominating Committee, 2019

Guild of Book Workers

- Member
- Nominating & Elections Committee, 2019

Institute of Conservation (ICON)

- Member

AUDREY JAWANDO

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PROFESSIONAL EXPERIENCE

January 2015 – Present

Assistant Book and Paper Conservator, *Northeast Document Conservation Center*, Andover, MA

Perform a variety of treatments on archival documents and works of art on paper, including surface cleaning, washing, stain reduction, tape removal (mechanically and with organic solvents), mending, humidification and flattening, and lining. Assess condition of objects and write treatment proposals. Document treatments with photography and written reports. (Senior Conservation Technician, August 2007 - July 2008. NEA Intern, July 2006 - July 2007. Conservation Technician, July 2005 - June 2006. Project Assistant, December 2004 - January 2005.)

June 2005-June 2006

Project Assistant, Printing and Graphic Arts Department, *Houghton Library, Harvard College*, Cambridge, MA

Organized, housed, and catalogued the Rosamond Loring Collection of Decorated Papers. The collection, which is comprised of approximately 10,000 specimens, contains papers that range in date from the 17th century to the early 1950s

June 2000 - December 2004

Conservation and Archives Technician, *National Park Service, Frederick Law Olmsted Nation Historic Site*, Brookline, MA

Mended, humidified, cleaned, and catalogued historic landscape architecture plans that dated from the late 19th century to the 1970s and encompassed a variety of media and substrates. Rehoused, catalogued, and wrote finding aids for collections of administrative records and business documents produced by the Olmsted firm between the late 19th century and the 1970s.

January - May 2004

Book Conservation Intern, *Boston Athenaeum*, Boston, MA

Rebacked cloth-covered publishers bindings. Dry-cleaned and mended a Civil War document. Constructed four-flap enclosure. Assisted in cleanup of concrete spill in book stacks.

Summer 2003

Intern, *Northeast Document Conservation Center*, Andover, MA

Cleaned, washed, de-acidified, repaired, and rebound 19th-century book and pamphlets. Encapsulated pages of a brittle book with a sonic welder and bound the leaves in a post-bound structure.

EDUCATION

International Academic Projects, London, UK —

Chemistry for Conservators, January – March, 2017 (Distance Learning Course)

North Bennet Street School, Boston, MA

Diploma in Bookbinding, 2004. Two-year, ACCSCT accredited bench work program concentrating on historic and contemporary binding structures and on both conservation and repair techniques.

University of Washington, Seattle, WA
Post-baccalaureate study in Studio Art and Chemistry, 1997-1999.

Stanford University, Stanford, CA
Bachelor of Arts, 1992. Art History.

LECTURES, WORKSHOPS, PUBLICATIONS

Bookmaking Activity, *First Night*, Boston, 2004

Children's Workshop, *Lincoln Public Library*, September 2004

Limp Vellum Binding, *North Bennet Street School*, March 2005

Pamphlet Workshop, *Boston Partners in Education, Burke High School*, April 2005

Bookmaking Activity, *Brookline 300th Anniversary Celebration*, November 2005

PROFESSIONAL DEVELOPMENT

19th Century Publishers Bindings, Todd Pattison, Simmons College, October 2000

Basic Book Repair, Todd Pattison, Simmons College, November 2000

Introductory Boxmaking, Linda Lembke, The Garage Annex School, November 2000

Books in America: An Introduction to the History of the Book, Simmons College, March 2001

Training in pressure-sensitive tape removal, Northeast Document Conservation Center, April 2001

Mold: Health, Safety and Remediation, Yale University, April 2001

Conservation of 19th Century Publishers Bindings, Todd Pattison, Simmons College, April 2001

Fundamentals of Cloth Case Bookbinding, Lori Foley, North Bennet Street School, July 2001

Infilling Paper and Parchment, Renate Mesmer, New York Academy of Medicine, November 2006

The History of Bookbinding, Jan Storm Van Leuwen, Rare Book School, June 2007

St. Cuthbert's Gospel, Jim Bloxam and Kristine Rose, North Bennet Street School, November 2000

PROFESSIONAL AFFILIATIONS

American Institute for Conservation (AIC)

- Professional Associate Member
- Book and Paper Group Member

Guild of Book Workers

- Member

New England Conservation Association

- Member

NED SCHULTZ

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PROFESSIONAL EXPERIENCE

October 2018-Present

Conservation Technician, *Northeast Document Conservation Center*; Andover, Massachusetts

Perform book repair and basic conservation such as surface cleaning, paper repairs, and rebacking in cloth or leather. Constructs custom fitted boxes and other enclosures on site. Measures for custom fitted boxes made offsite and communicates with box making vendors.

March 2016 – September 2017

Book Conservation Intern, *New England Historic Genealogical Society*, Boston, Massachusetts

Primarily performed repair and treatment on books and documents within the Society's rotating collection. Progressed to treatments on the Society's rare book collection. Constructed protective enclosures such as phase and clamshell boxes. Aided in cleaning and dusting the stacks on the 8th floor

EDUCATION

North Bennet Street School, Boston, Massachusetts

Diploma in Bookbinding, 2018. Two-year, ACCSCT accredited bench work program concentrating on historic and contemporary binding structures and on conservation and repair techniques.

Curriculum included historical structures (largely from but not exclusive to the Western tradition), the evolution from crafting single volumes to edition-style production, and a comparative study of the characteristics, advantages, disadvantages, and applications of various structures and materials. First year: historical and conservation non-adhesive structures, cloth case, split board, on-set board, enclosures (clamshell box, French tray, book shoe, four-flap, phase box, rounded spine leather drop-spine box), foil stamping and titling, quarter and limp leather, book repair prioritization and decision-making, cloth rebacking, paper mending, condition reports, and emergency response techniques.

Second year: Rubow and millimeter bindings, simplified (or separate board) binding, finishing work (blind and gold tooling, leather onlays, Ascona onlays, gouge work, titling), Brockman-style leather rebacking, fine bindings, custom bindings, and repair work for commission clients.

PROFESSIONAL DEVELOPMENT

Chena River Marblers; Marbled Papers for Bookbinding, 2017

San Francisco Center for the Book; Letterpress Printing Business Cards, 2016

PROFESSIONAL AFFILIATIONS

Guild of Book Workers

- Member

MORGAN MAHAN

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PROFESSIONAL EXPERIENCE

July 2023-Present

Book Conservation Fellow, *Northeast Document Conservation Center*; Andover, Massachusetts

Under the supervision of the Senior Conservator, performs a variety of conservation techniques including surface cleaning, paper repair, rebinding, rebacking, aqueous treatment, deacidification, calcium phytate treatment, etc. Written and photographic documentation is created for all treatments. Will also conduct a research project related to care and storage of architectural drawings, with the intention to publish and/or present. This is a 1-year position, with the option to renew for a second year.

September 2016-July 2023

Production Manager, Hand-Binding and Special Projects, *Campbell-Logan Bindery*, Fridley, MN

Managed Hand-Binding department, overseeing repair/restoration orders and Special Projects, while simultaneously performing operative functions, and assuming lead role when the proprietor is away; Perform all repairs, both simple and complex, with detailed knowledge of various materials from Japanese mending tissue to leather. Performs treatments, creates housing and conducts other preventative care activities; Photo-documents before and after of books/objects; Created organizational system for keeping track of projects and orders, which increased efficiency and productivity in the hand-binding department, as well as accuracy in determining customer wait times; Acts as point of contact for customers and retail companies via phone and email, answering questions and updating clients on project timelines; Completes work using computerized applications, such as word processing, graphic design, and database management; Serves walk-in customers at the front counter and answer phones, giving knowledgeable information on bindery services and pricing; Trains new employees on many skills from basic book production to detailed repair work.

May-August 2015

Curatorial/ Gallery Internship, *Abrom-Engels Institute for Visual Art*, Birmingham, AL

- Installed 3 exhibitions, including 2D and 3D works, as well as time-based media.
- Picked up, packaged, and transported artwork from client's homes to gallery.
- Collaborated with artists and organization leaders during exhibition installations.
- Managed front desk, welcoming and directing incoming guests.
- Assisted with creation of digital floor plan for use in planning future shows.

EDUCATION

University of Alabama at Birmingham

Bachelor of Fine Arts

Advanced 5-year program. Major in Book Arts with Minor in Art History.

TERRANCE D'AMBROSIO

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Director, Imaging Services, Northeast Document Conservation Center
January 2015 – Present

- Manage and coach a team of three collections photographers, four associate collections photographers, and a senior collections photographer
- Generate digitization project proposals for NEDCC's diverse clientele, including defining the scope of work and the client's objectives, establishing project costs, and ensuring timely turnaround of and satisfaction with a project's deliverables
- Optimize departmental workflows and implement new hardware and software in order to both improve image quality and reduce project costs for clients
- Monitor evolving technology and best practices to ensure that NEDCC's imaging lab remains at the fore of cultural heritage digitization
- Consult with NEDCC's client's to proactively identify unaddressed imaging needs, and acquire new technology to offer services fulfilling those needs
- Serve as an authoritative source of information for NEDCC's clients regarding best practices in the digital reformatting of cultural heritage materials
- Offer presentations, workshops, and seminars across a range of subjects related to digitization, including needs assessment and strategy development, project planning, equipment implementation, workflow improvement, and storage and access practices
- Plan the departmental budget with NEDCC's Executive Director, establishing revenue and expense goals as well as capital investment needs

Additional Experience

Manager, Digital Imaging Unit, New York Public Library
February 2012 – December 2014

- Trained, supervised, and coached a team of five Collections Photographers, a Head Photographer, and an Assistant Manager
- Exercised quality control of all digital assets produced by the Unit - 100,000 annually - and worked with staff to identify and resolve image quality problems
- Established, in light of national and international imaging guidelines, local best practices for image capture to ensure preservation grade quality for all digital assets
- Served as the central point of institutional knowledge regarding digital capture of library materials, including planning for internal digitization projects, establishing requirements of imaging vendors, and educating colleagues on imaging practices, standards, and problems
- Collaborated with Technology, Metadata, Rights, and Curatorial staff towards the ongoing development of the Library's institutional digital repository
- Implemented rapid imaging pilot program in the Library's research branches to accelerate digitization of appropriate collection materials while maintaining the Unit's standards of quality
- Secured funding for the purchase of large format and transmissive media workstations to address gaps in the Unit's imaging capabilities

Coordinator of Media Resources, Visual Media Resources, Bard Graduate Center

May 2011 – February 2012

Assistant Coordinator, Visual Media Resources, Bard Graduate Center

August 2009 – May 2011

- Defined quality standards and workflows for acquiring assets for the institutional digital image database, and performed descriptive cataloging of these new assets
- Trained and supervised three graduate students and one part-time employee in a variety of departmental projects, from image digitization to video collection reclassification
- Offered workshops and individual training sessions to students, faculty, and staff on subjects relating to digital media production and management
- Managed institutional audio-visual resources in classrooms and public lecture spaces, and supervised equipment upgrades and repairs
- Superintended departmental budget and purchasing, and drafted yearly budget proposals
- Kept abreast of emerging imaging technologies and implemented them, where relevant, both departmentally and institutionally

Assistant Curator, Visual Resources, Sarah Lawrence College

September 2007 – August 2009

- Oversaw the scanning, editing, and cataloging of 500 images monthly for permanent archiving in the institutional digital image database
- Met with faculty to identify immediate imaging needs and to plan for long-term collection growth
- Trained and supervised eight student employees in all aspects of digital image production, from scanning to post-production editing to cataloging
- Contributed to all levels of office administration, from developing workflows to drafting budgetary requests
- Managed departmental imaging and computing equipment and implemented workstation upgrades in accordance with current professional standards

Skills

Software: PC and Macintosh software environments; Microsoft Office (Word, PowerPoint, Excel; Access); Adobe Photoshop, Lightroom, InDesign, Illustrator, Acrobat Pro; Capture One; FileMaker Pro

Hardware: flatbed, slide, and film scanners; digital and analog SLRS; medium format digital camera systems; studio lighting; color calibration

Training: Agile Project Management; NYPL's Course for Excellence in Managing Staff

Professional Engagement

Member, Society of American Archivists

Member and Paper Reviewer, Imaging Science and Technology: Archives

Field Reviewer, Institute of Museum and Library Services (Inspire!, CARES Act, and Museums for America grant programs)

Education

Vassar College, Poughkeepsie, New York

Bachelor of Arts, Art History, May 2007

Honors and Awards: General and Departmental Honors; Phi Beta Kappa; The Gertrude Bottenwieser Prins Prize for Excellence in the Study of Art History

DAVID J. JOYALL

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(978) 470-1010 • djoyall@nedcc.org

Senior Collections Photographer (formerly Senior Film Preservation Specialist), Northeast Document Conservation Center

1987 – Present

- Handle and image clients' special collection materials, including archival collections, bound volumes, artwork on paper, oversized objects including blueprints, design drawings, and maps, and transmissive materials including nitrate-, acetate-, and polyester-based film and glass plate negatives
- Daily use of Phase One IQ180 and IQ300 digital backs and Schneider lenses in tethered capture set ups with Broncolor strobes for imaging archival materials
- Edit images using Capture One, Adobe Photoshop, Adobe Lightroom, PT GUI, and Adobe Bridge
- Large format printing (Epson) and color matching to create museum quality facsimiles of original objects
- Collaborate with colleagues to identify the most efficient workflows for digitizing materials safely, while also maintaining the highest standards of quality
- Reformat 35mm up to 8x10 nitrate and acetate negatives to polyester
- Oversee the quality of work produced by the Imaging Services staff
- Collaborate with the Director to develop technical specifications for projects
- Research, develop, and maintain photographic equipment
- Assist clients in resolving technical issues
- Deliver talks and webinars dealing with topics of digitizing cultural heritage collections of documents, bound volumes, and photographs

Additional Experience

Microfilm Camera Operator, Northeast Document Conservation Center

1986

- Prepared and filmed historical documents, manuscripts, and books
- Maintained efficient work flows and met expected productivity levels
- Performed quality assurance of master negatives and duplicate microfilm

Staff Photographer, Haverhill Public Library

1978 – 1994

- Printed Library's collection of 10,000 glass plate negatives
- Copied prints, daguerreotypes and tintypes of people and places in Haverhill to be added to the Library's collection
- Photographed artifacts for Haverhill Historical Society and John Greenleaf Whittier Birthplace
- Provided all photographic work, including originals and copy work, for *The History of Haverhill, Massachusetts*, 1987
- Provided all photographic work for *On the Hill, A Jewish History of Haverhill, Massachusetts*, 1988

Skills

Software: Microsoft Office (Word, PowerPoint, Excel); Adobe Photoshop, Lightroom, Acrobat Pro; Capture One; X-Rite Calibration Software and basICColor Input; GoldenThread

Hardware: 35mm SLR up to 8x10 analog view cameras; flatbed, slide, and film scanners; digital and analog SLRS; medium format digital photography; studio lighting; colorimeters and densitometers

Education

New England School of Photography, Boston, Massachusetts

Diploma with Specialization in black and white and color chemistry and studio and commercial lighting techniques, 1980-1982

AMELIA MURPHY

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Associate Collections Photographer, Imaging Services, Northeast Document Conservation Center

July 2019 – Present

Collections Photographer, Imaging Services, Northeast Document Conservation Center

June 2017 – June 2019

- Handle and image clients' special collection materials, including archival collections, bound volumes, artwork on paper, oversized objects including blueprints, design drawings, and maps, and transmissive materials including nitrate-, acetate-, and polyester-based film and glass plate negatives
- Daily use of Phase One IQ180 and IQ300 backs and Schneider lenses in tethered capture set ups with Broncolor strobes for imaging archival materials
- Edit images using Capture One, Adobe Photoshop, Adobe Lightroom, PT GUI, and Adobe Bridge
- Large format printing (Epson) and color matching to create museum quality facsimiles of original objects
- Collaborate with colleagues to identify the most efficient workflows for digitizing materials safely, while also maintaining the highest standards of quality
- Perform 100% quality assurance of images generated by colleagues to ensure they adhere to NEDCC's standards
- Regularly validate image quality for all NEDCC imaging workstations; diagnose and correct the source of failure as they occur
- Assist the departmental director with administrative requirements, including client communication, staff supervision, and project scheduling

Additional Experience

Intern, Imaging Services, Northeast Document Conservation Center

February 2017 – June 2017

- Assisted with rehousing collections of nitrate, acetate, and polyester film, glass plate negatives, lantern and 35mm slides, and photographic prints
- Facilitated digitization of a large college of 35mm nitrate film and an additional collection of 30,000 photographic prints

Intern/Docent, New Hampshire Boat Museum

June 2015 – October 2015

- Inventoried and scanned a collection consisting of photographs, documents, and large format objects
- Rehoused damaged or fragile objects as needed

Archives and Museums Intern, Knights of Columbus Museum

June 2014 – August 2014

- Rehoused and inventoried a collection of photographs
- Scanned photograph prints, negatives, and magazine articles
- Assisted with condition reports and an inventory of the Museum's artifacts

Skills

Microsoft Office, Adobe Creative Suite, Capture One
PhaseOne Digital Backs, Nikon DSLRs, Broncolor Strobes, Mac and PC

Education

Tufts University, Medford, Massachusetts
Museum Studies Certificate with a Concentration in Collections Care, June 2017

University of Massachusetts Amherst, Amherst, Massachusetts
Bachelor of Arts in History, Minor in Anthropology with a focus on Archaeology, May 2015
Member of the Commonwealth Honors College

HARRISON WALKER

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Associate Collections Photographer, Imaging Services, Northeast Document Conservation Center

January 2022 – Present

Collections Photographer, Imaging Services, Northeast Document Conservation Center

January 2021 – December 2021

- Handle and image clients' special collection materials, including archival collections, bound volumes, artwork on paper, oversized objects including blueprints, design drawings, and maps, and transmissive materials including nitrate-, acetate-, and polyester-based film and glass plate negatives
- Daily use of Phase One IQ180 and IQ300 backs and Schneider lenses in tethered capture set ups with Broncolor strobes for imaging archival materials
- Edit images using Capture One, Adobe Photoshop, Adobe Lightroom, PT GUI, and Bridge
- Large format printing (Epson) and color matching to create museum quality facsimiles of original objects
- Perform 100% quality assurance of images generated by colleagues to ensure they adhere to NEDCC's standards
- Regularly validate image quality for all NEDCC imaging workstations; diagnose and correct the source of failures as they occur
- Collaborate with colleagues to identify the most efficient workflows for digitizing materials safely, while also maintaining the highest standards of quality

Additional Experience

Digital Media Assistant, Texas State University, San Marcos, TX

January 2019 – December 2020

- Action Magazine; 40+ years newsprint magazines; 8,000+ images
- Sarah Bird Negative Collection; 35mm B&W Negatives; 2,600 images
- Edward Curtis photogravure framed prints; created for interactive digital media display
- President's Reports 1923-2012; 32,000 pages; disbound, case, and spiral bindings
- Claude Elliott Papers; fifteen Hollinger boxes of correspondences, bound volumes, documents and ephemera

Faculty, Maine Media Workshop, Rockport, ME

2016 – 2017

- Instructor of Photography, including digital and analog photography, historic process printmaking, and inkjet printing

Appraisal Assistant, Jeffrey Fuller Fine Art, Philadelphia, PA

2015 – 2016

- On-site and location appraisal photographer, supplied digital images, researched, and prepared appraisal reports

Hospitality Manager, Atlanta Bread Company, Huntsville, AL

2009 – 2014

- Managed day-to-day operations, training, ordering, inventorying, and scheduling

Skills

Capture One Cultural Heritage; Lightroom; Adobe Creative Suite; Windows and Macintosh Computers;
ABBYY FineReader; ScanTailor Advanced; Python Scripting and Command Line Coding
Phase One Camera Systems; Studio Lighting
Able to accurately track data and statistics for production and quality standards

Education

Temple University, Tyler School of the Arts, Philadelphia, Pennsylvania

Master of Fine Arts, Photography, with Certificate of Teaching in Higher Education, May 2016

University of Alabama, Huntsville, Alabama

Bachelor of Fine Arts, Studio Art, May 2011

Honors: Magna Cum Laude

SAMANTHA (SAMI) WRIGHT

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(978) 470-1010 • swright@nedcc.org

Associate Collections Photographer, Imaging Services, Northeast Document Conservation Center

January 2023 – Present

Collections Photographer, Imaging Services, Northeast Document Conservation Center

January 2021 – December 2021

- Handle and image clients' special collection materials, including archival collections, bound volumes, artwork on paper, oversized objects including blueprints, design drawings, and maps, and transmissive materials including nitrate-, acetate-, and polyester-based film and glass plate negatives
- Daily use of Phase One IQ180 and IQ300 backs and Schneider lenses in tethered capture set ups with Broncolor strobes for imaging archival materials
- Edit images using Capture One, Adobe Photoshop, Adobe Lightroom, PT GUI, and Adobe Bridge
- Large format printing (Epson) and color matching to create museum quality facsimiles of original objects
- Perform 100% quality assurance of images generated by colleagues to ensure they adhere to NEDCC's standards
- Maintain photography equipment across the lab, including regularly checking lenses and sensors for dust and cleaning as warranted, repacing strobe
- Oversee photo-documentation lab on behalf of conservation departments, consult with conservators to improve processes and workflows, provide training as improvements are implemented
- Collaborate with colleagues to identify the most efficient workflows for digitizing materials safely, while also maintaining the highest standards of quality

Additional Experience

Collections Photography Consultant, *Old Sturbridge Village, Sturbridge, MA*

April 2021 – August 2021

- Researched and provide recommendation for new and/or updated photography equipment
- Updated workflow to incorporate new equipment and software and improve efficacy and quality
- Provided an in-person workshop for the Collections team to review new equipment and workflow

Glass Plate Scanning Tech, DASCH Project, *Harvard College Observatory, Cambridge, MA*

October 2019 – August 2021

- Categorized, filed, cleaned, and scanned glass plate negatives to preserve digitally for ongoing scientific research
- Handled fragile glass plate negatives consistently and safely throughout the digitization process

Studio Assistant and Instructor, *Boston Photography Workshops, Boston, MA*

May 2018 – August 2021

- Managed a number of projects simultaneously and ensured clear communication between team members
- Instructed photography classes and delivered high quality photography education for multiple subjects
- Troubleshoot any camera technical issues that arose during class swiftly and correctly
- Conducted detailed clerical work independently and on a daily basis

Casey Digitization Project Photographer, *Historic New England, Boston, MA*

August 2018 – October 2019

- Photographed and edited over 45,000 images of Thomas Lincoln Casey's papers
- Handled and supported fragile letter books to ensure safety of objects during photography
- Communicated with Project Archivist and Curator to manage the project within the grant timeline
- Assumed responsibilities of Project Archivist upon her departure to evaluate image and metadata quality and prepared metadata worksheets for bulk ingest of digitized images

Curator, Boyden Gallery, St. Mary's City, MD

September 2018 – February 2019

- Curated an exhibition of 20 artworks entitled *Leonard Bocour and the American Modernists*
- Identified the Bocour Collection of Art as a topic of study, created a detailed inventory of the collection, and conducted research on Leonard Bocour and the American Modernist movement
- Wrote an exhibition catalog, curatorial statements, and label text; designed additional gallery material
- Created high quality photographs of the artwork selected for the exhibition
- Produced and executed two public presentations for the exhibition

Edward W. Pell Collections Fellow, Fort Ticonderoga, Ticonderoga, NY

June 2018 – August 2018

- Assisted in establishing a photography workflow for the collections team and photographed over 1,000 prints in the collection to be shared with the public on a new online database
- Improved existing Print Collection database records and created new records for unprocessed prints
- Researched and wrote content for a social media campaign highlighting the print collection

Photo Services and Curatorial Intern, Smithsonian National Museum of American History

March 2017 – August 2017

- Assisted Photographic Services in general museum object photography and exhibition photography of the newest wing *The Nation We Build Together*
- Organized over 500 object files within the Culture and the Arts movie collection based on location and inclusion of database images
- Researched and wrote object descriptions and titles for the movie collection's online catalog

Graphics and Exhibition Intern, Smithsonian National Museum of American History

March 2016 – August 2016

- Collaborated with project curators and interns to identify, classify, and locate graphics appropriate for use in a new landmark exhibition on American popular culture
- Scanned and input detailed record information for a collection of 600+ Ken Regan photographs
- Wrote a blog post relevant to the upcoming Olympic games featuring material from Photographic History Collection that was published on the museum blog, *O Say Can You See?*

Skills

Capture One Cultural Heritage and Pro; Lightroom; Adobe Creative Suite; Windows and Macintosh Operating Systems; museum management software (e.g., Mimsy XG, PastPerfect, ResourceSpace)
Phase One Camera Systems; studio lighting

Education

St. Mary's College of Maryland, St. Mary's City, MD

Bachelor of Arts, Art History and History, with a minor in Museum Studies, May 2018

Honors: Summa Cum Laude

CAROLINE MULLIGAN

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Collections Photographer, Imaging Services, Northeast Document Conservation Center
June 2021 – Present

- Handle and image clients' special collection materials, including archival collections, bound volumes, artwork on paper, oversized objects including blueprints, design drawings, and maps, and transmissive materials including nitrate-, acetate-, and polyester-based film and glass plate negatives
- Daily use of Phase One IQ180 and IQ300 backs and Schneider lenses in tethered capture set ups with Broncolor strobes for imaging archival materials
- Edit images using Capture One, Adobe Photoshop, Adobe Lightroom, PT GUI, and Adobe Bridge
- Large format printing (Epson) and color matching to create museum quality facsimiles of original objects
- Collaborate with colleagues to identify the most efficient workflows for digitizing materials safely, while also maintaining the highest standards of quality

Additional Experience

Imaging Services Technician, Imaging Services, Northeast Document Conservation Center
February 2020 – June 2021

- Generate inventories and/or basic descriptive metadata (e.g., size, format, etc.) of digitized collections
- Rehouse collections according to pre-defined housing methodologies, and monitor supply quantities as projects proceed
- Assist Director with generating project proposals by reviewing collections in-depth, with attention to quantities, formats, sizes, conditions, etc.
- Assist Collections Photographers with handling large-format objects during digitization
- Assist Collections Photographers with digitization workflows when appropriate
- Provide general administrative support to the department, including ordering supplies and maintaining printers
- Assist NEDCC's Registrar with incoming and outgoing loans for Imaging Services projects

Student Assistant – John Hay Special Collections Library and Orwig Music Library, Brown University Libraries
September 2015 – May 2019

- Staffed front desks of both the Orwig Music Library and the John Hay Special Collections Library
- Provided reference services in-person and over the phone
- Circulated textual and A/V materials using Sierra and Aeon ILSs
- Contributed to a survey of the John Hay Library, comparing extant finding aids against physical collections and identifying missing and uncatalogued items
- Generated descriptive metadata for uncatalogued collections
- Scanned library materials to fulfill patron requests

Writing Fellow, Brown University Writing Center
September 2017 – May 2019

- While assigned to one class per-semester, assisted up to ten students with written assignments by proofreading and providing feedback
- Held one-on-one conferences with students to discuss their writing and offer suggestions
- Served as Senior Writing Fellow in the spring of 2019, engaging with the course professor regarding writing assignments and supervising other Writing Fellows

Board Member and IvyQ Co-Chair, Brown University Queer Alliance

August 2016 – May 2019

- Coordinated campus spaces for use by the LGBTQ+ community
- Organized and orchestrated IvyQ, a conference for more than 250 undergraduates in the Fall of 2019 that included workshops, keynotes, and social events

Intern, Vine Deloria, Jr. Library, National Museum of the American Indian, Smithsonian Institution Libraries

May 2018 – July 2018

- Developed an inventory of printed books for donation to tribal libraries around the country
- Processed and prepared donations for shipment and managed materials from the stacks as they were sent off-site

Skills

Capture One Cultural Heritage and Pro; Adobe Creative Suite, including Photoshop and Lightroom;

Windows and Macintosh operating systems

Phase One camera systems; studio lighting

Education

Brown University, Providence, RI

Bachelor of Arts in English and History, May 2019

Honors: Magna Cum Laude

Simmons University, Boston, MA

Masters in Library and Information Science (in progress, anticipated graduation in December 2023)

B. WELLS DOUGLAS

Northeast Document Conservation Center • 100 Brickstone Square, Andover, MA 01810
(978) 470-1010 • wdouglas@nedcc.org

Collections Photographer, Imaging Services, Northeast Document Conservation Center

November 2022 – Present

- Handle and image clients' special collection materials, including archival collections, bound volumes, artwork on paper, oversized objects including blueprints, design drawings, and maps, and transmissive materials including nitrate-, acetate-, and polyester-based film and glass plate negatives
- Daily use of Phase One IQ180 and IQ300 backs and Schneider lenses in tethered capture set ups with Broncolor strobes for imaging archival materials
- Edit images using Capture One, Adobe Photoshop, Adobe Lightroom, PT GUI, and Adobe Bridge
- Large format printing (Epson) and color matching to create museum quality facsimiles of original objects
- Collaborate with colleagues to identify the most efficient workflows for digitizing materials safely, while also maintaining the highest standards of quality

Additional Experience

Founder, Vintage Film Finds

November 2020 – Present

- Created personal archive of 'found photographs', with a particular focus on color 35mm slides from the 1950s-1990s
- Digitize and digitally restore selected photographs for sharing on social media platforms

Collection Digitizer, Indiana University Museum of Archeology

Jan 2022 – November 2022

- Digitized the Museum's collection of ethnographic photographs using a combination of flatbed scanners and copy stand photography
- Created or updated records in the institutional collections database for photographs as they were digitized

Photographer's Assistant, James Nakagawa

August 2020 – November 2022

- Assisted photographer James Nakagawa with photoshoots, conceptualizing and executing inkjet prints, and preparing education materials and activities

Photographer, Print Technician, and Graphic Designer, Kirkwood Photography Lab

August 2016 – June 2021

- Established staging and lighting conditions for photoshoots and then photographed clients
- Bulk edited photographs from each photoshoot and individually edited photographs based on client selection and input
- Created and framed large format inkjet prints

Curatorial Intern, Palacio, Inc. Gallery

May 2020 – August 2020

- Assisted in the development of a new website and mobile application for innovative art production company
- Recruited artists for participation in and curated playlists for events

Skills

Capture One Cultural Heritage and Pro; Adobe Creative Suite, including Photoshop and Lightroom;
Windows and Macintosh operating systems
Phase One camera systems; studio lighting; analog photography and film processing

Education

Indiana University, Bloomington, IN

Bachelor of Fine Arts, Photography, May 2021

Honors: Indiana University Documentary Photography Award (2021); Henry Holmes Smith Scholarship for
Excellence in Photography at Indiana University (2019, 2020)

KIM ORTEGA

Northeast Document Conservation Center • 100 Brickstone Square, Andover, MA 01810
(978) 470-1010 • kortega@nedcc.org

Collections Photographer, Imaging Services, Northeast Document Conservation Center

May 2023 – Present

- Handle and image clients' special collection materials, including archival collections, bound volumes, artwork on paper, oversized objects including blueprints, design drawings, and maps, and transmissive materials including nitrate-, acetate-, and polyester-based film and glass plate negatives
- Daily use of Phase One IQ180 and IQ300 backs and Schneider lenses in tethered capture set ups with Broncolor strobes for imaging archival materials
- Edit images using Capture One, Adobe Photoshop, Adobe Lightroom, PT GUI, and Adobe Bridge
- Large format printing (Epson) and color matching to create museum quality facsimiles of original objects
- Collaborate with colleagues to identify the most efficient workflows for digitizing materials safely, while also maintaining the highest standards of quality

Additional Experience

Conservation Technician, National Park Service, Historic Architecture, Conservation and Engineering Center (HACE), Lowell, MA

November 2021 – February 2023

- Managed the documentation and treatment of a collection of nearly 200 water-damaged 18th century manuscripts from the collection of Morristown National Historical Park
- Captured treatment images with a copy stand setup in normal illumination with a tethered Nikon DSLR camera in RAW. Processed them according to the Federal Agency Digitization Guidelines Initiative in Adobe Bridge and Photoshop, making post-capture adjustments including white balancing, exposure adjustments, and cropping. Utilized a light table to take images of watermarks. Introduced to other concepts of conservation photo documentation by conservators trained in a variety of specialties
- Implemented and managed the organization of treatment documentation within the National Park Service server. Designed a spreadsheet for treatment data to improve the accessibility of the information
- Trained in paper conservation considerations and techniques with a supervisor and carried out treatments independently. Created and followed a treatment schedule prioritized by the condition issues facing the collection and the desires of the curator
- Presented the scope of my project for an educational outreach conference through the Student Conservation Association

Events and Outreach Volunteer, The History Project, Boston, MA

August 2022 – Present

- Coordinates logistics for and hosts outreach events in a small team for this LGBTQ+ history archive

Collections Maintenance Technician, Isabella Stewart Gardner Museum, Boston, MA

December 2019, September 2021 – May 2022

- Collaborated with a team of conservators and technicians to oversee the preventive care of the entire ISGM collection
- Duties included weekly dusting of the galleries, assessing the condition of collection items and reporting notable issues, and specialized cleaning of objects in a wide variety of materials and sizes

Photograph Conservation Teaching Assistant, Winterthur/University of Delaware Program in Art Conservation, Newark, DE

August 2019 – May 2020

- Managed the intake of 4 collections of historic photographs for treatment in this graduate course
- Assessed the condition of the collections, identified materials necessary for rehousing, and coordinated the purchase of treatment and rehousing materials
- Trained with photograph conservators to develop process identification skills for photographic media and carried out treatments on a variety of photographs and historic scrapbooks

Skills

Capture One Cultural Heritage and Pro; Adobe Creative Suite, including Photoshop and Lightroom; Airtable; Sharepoint; Windows and Macintosh operating systems

Phase One camera systems; studio lighting; analog photography and film processing

Art handling; color matching

Education

University of Delaware, Newark, DE

Honors Bachelor of Arts in Art Conservation and Art History, Minor in Studio Art, May 2021



100 Brickstone Square, Andover, MA 01810-1494

ph 978-470-1010 • fax 978-475-6021 • nedcc.org

Town of Lexington

Conservation of Historic Documents

Response to Request for Quotes 24-34

Price Proposal

Respectfully submitted by:

Bexx Caswell-Olson, Director of Book Conservation
Northeast Document Conservation Center
100 Brickstone Square
Andover, MA 01810
www.nedcc.org

DUNS: 076579283

FEIN: 23-7349330

I. Financial Proposal

The Northeast Document Conservation Center (NEDCC) is eager to work with the Town of Lexington to preserve historic documents and bound records held in the Town's collections. NEDCC is prepared to provide a significant number of conservation hours for each year, for up to five years. Conservation strategies may range from simple stabilization including surface cleaning and rehousing to extensive conservation treatments. Imaging services are also available.

The contract will remain in effect for three (3) years, with the option to extend the contract for two (2) additional one (1) year terms.

The hourly rate for conservation treatment for Years 1-3 is \$155 (one hundred fifty-five dollars). This represents a twenty percent (20%) discount from NEDCC's standard hourly rate for nonprofit organizations. The prices quoted in the table below also include the cost of materials and standard insurance of \$500 per project. Additional (optional) insurance may be purchased at the rate of \$1 per \$1,000 of insured value, per month onsite.

Costs for digital imaging projects are based on the number of images required to fully document the object and the nature and condition of the object to be digitized. Resolution and storage medium also influence costs for digital imaging. For the purposes of the RFP, NEDCC's price-per image is calculated from an hourly rate of \$155 (one hundred fifty-five) and also represents a 20% discount from the in-region nonprofit rate.

Jonathan Goodrich, NEDCC's Registrar, can pick up and deliver materials from Lexington upon request. Due to the proximity of the Town to NEDCC's facility and the size of the project, transportation will be provided at no additional charge. **NEDCC does not charge storage fees** for projects that are in-progress.

All materials that come to NEDCC for conservation are thoroughly examined in the laboratory where written treatment proposals are developed. Written proposals for individual items, or groups of similar items, will be prepared and sent to the Town's project manager for approval before any conservation or imaging starts. NEDCC will only proceed with treatment following written consent by the Town's project manager, and NEDCC's project manager would consult the Town's project manager regarding any planned changes.

Several different conservation strategies may be suggested for some objects. Different conservation approaches may be equally appropriate for some objects, and curatorial decisions will likely depend on expected use and inherent value to the Town. Other proposals are lower cost alternatives to relatively extensive treatment. Final decisions regarding treatment approaches will be made by the Town project manager in consultation with NEDCC's project manager. It seems obvious, but worth noting here, that these choices affect the cost of individual projects.

Digital files for documents and record books will be created using digital cameras with special optics designed for capturing flat objects, as identified in the provided list of imaging equipment. RGB and Grayscale images will be captured at 600dpi wherever possible, though please note that in some cases imaging at a higher resolution can require significantly more time depending on the size of the object. Because of this Terrance D'Ambrosio, Director of Imaging Services, will discuss specific resolution requirements as well as other technical and logistical matters with the Town of Lexington's Project Manager on a project-by-project basis.

Lastly, please note that the number of items examined represents a relatively small number of conservation and imaging hours, and the total amount of records and documents to be treated within the terms of this contract is unknown to NEDCC. NEDCC could work with the Town to develop a condition-related prioritization strategy that, when coupled with the Town's curatorial evaluation of its collections, would identify treatment and imaging priorities and then establish a schedule for the efficient preservation of the collections.

II. Cost Realism

A. Guaranteed Rate

All conservation and digitization work during Years 1, 2 and 3 will be performed at a guaranteed hourly rate of \$155. This rate represents a thirty percent (20%) discount from NEDCC's current hourly rate of \$185 extended to nonprofit organizations. Any increases for subsequent years will be discounted at a similar rate but would increase relative to NEDCC's published price lists.

Description	Cost
Year 1	\$155 / hour
Year 2	\$155 / hour
Year 3	\$155 / hour
Year 4 (Optional)	20% off published rate
Year 5 (Optional)	20% off published rate
NEDCC Courier Service	\$0
Storage of Materials at NEDCC	\$0

B. Invoicing

It is understood that Town is tax exempt. Sales tax and finance charges will not be charged.

Invoices will be submitted upon completion of the work. Invoices will be directed to the Department requesting the work, as well as to:

**Town of Lexington
Attn: Mary de Alderete, Town Clerk
1625 Massachusetts Ave.
Lexington, MA 02420**

III. Price Proposals for Sample Objects

Estimated costs for conservation treatment and digital imaging are included in the table below. These costs are based on photographic examination of a sample of representative material from the Town of Lexington's collections.

Because testing solubility can only be performed safely and effectively in a laboratory setting, treatment proposals for the sample objects may change and those changes may result in increases or decreases in cost. No change would be made to treatments or their costs without the express written consent of the Town's project manager.

Proposals are subject to change pending in-person examination of the items and necessary testing, but are assumed to be accurate and will provide information regarding the approach and typical costs to treat similar items.

Sample	Title	Conservation Cost	Digitization Cost*	Total
1	Fire Department Journal, 1927-1929	\$3,430	\$800	\$4,230
2	Marriage Intention Ledger, 1850-1897	\$3,880	\$1,000	\$4,880
3	Book of maps, "Property Maps Lexington," 1972-1986	\$3,445	\$3,300	\$6,745
4	Planning Board Minutes, Volume 1, 1918-1930	\$3,035	\$1,775	\$4,810
5	Police Department Arrest Ledger No. 2, 1921-1926	\$1,560	\$700	\$2,260
6	Election records of Precinct 1, 1935-1987	\$5,115	\$1,400	\$6,515
7	Report, Civil Defense Department	\$1,560	\$1,400	\$2,960
8	Appropriation Committee Minutes, 1943-1946	\$1,245	\$2,475	\$3,720
9	Town Meeting Warrants, 1909-1912	\$4,480	\$2,050	\$6,530
10	History of the Town of Lexington, Middlesex County, Massachusetts	\$9,320	\$4,500	\$13,820

Individual treatment proposals for sample items are included in the Non-Price Response portion of this submission. The total price offered for the selected items listed above is included on **Form C: Bid Price Form**, which is attached to this proposal.

FORM C - BID PRICE FORM¹

Conservation of Historic Documents #24-34

The Bidder proposes to provide the following goods and services (and as described in detail in Appendix A, Specifications of the RFP):

Description

Conservation of Historic Documents:

1. *Fire Department Journal, 1927-1929*
2. *Marriage Intention Ledger, 1850-1897*
3. *Book of maps, "Property Maps Lexington," 1972-1986*
4. *Planning Board Minutes, Volume 1, 1918-1930*
5. *Police Department Arrest Ledger No. 2, 1921-1926*
6. *Election records of Precinct 1, 1935-1987*
7. *Report, Civil Defense Department*
8. *Appropriation Committee Minutes, 1943-1946*
9. *Town Meeting Warrants, 1909-1912*
10. *History of the town of Lexington, Middlesex County, Massachusetts*

TOTAL of 1 through 10 =

Bidder: Northeast Document Conservation Center

Initials: BCO

\$ 4,230
\$ 4,880
\$ 6,745
\$ 4,810
\$ 2,260
\$ 6,515
\$ 2,960
\$ 3,720
\$ 6,530
\$ 13,820
\$ 56,470

BIDDER ACKNOWLEDGES ADDENDUM(S) NUMBERED: 1

BIDDER INITIALS: BCO

¹ (place in separate sealed envelope marked "Price Proposal")

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve Select Board Committee Appointment

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.3

SUMMARY:

Category: Decision-Making

Appointment:

Trustees of Public Trusts

- The Select Board is being asked to appoint James E. Cavallo to the Trustees of Public Trusts to fill the unexpired six-year term of David Williams for a term set to expire on September 30, 2026.

SUGGESTED MOTION:

To appoint James E. Cavallo to the Trustees of Public Trusts to fill an unexpired six-year term set to expire on September 30, 2026.

Move to approve the consent.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

ATTACHMENTS:

Description	Type
 2024 Trustees of Public Trusts Application - J. Cavallo	Backup Material

Application Form

Profile

Attendance to a regularly scheduled meeting of the board or committee of interest is strongly encouraged when considering applying for membership. All committee meetings are open to the public and are posted at least 48 hours in advance of the meeting in our www.lexingtonma.gov/calendar.

If you are appointed to the board or committee for which you have applied, information from this application will be used to contact you regarding your appointment from the appointing authority as well as the Town Clerk’s Office. Please do not offer information on this application you would prefer we not use.

Applications will be kept on file and considered as vacancies occur for up to one year unless otherwise noted.

If you have any questions or need more information regarding the completion of the application, please contact either the Select Board Office at 781-698-4580 or the Town Manager’s Office at 781-698-4540.

James E. Cavallo
First Name Middle Initial Last Name

Nickname

Jim

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

Mr.

Email Address

Alternate Email Address (Optional)

60 Hancock Street

Home Address

Suite or Apt

Lexington

City

MA

State

02420

Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

25 years

What Precinct do you live in?

None Selected

Mobile:
Primary Phone

Home:
Alternate Phone

PricewaterhouseCoopers LLP
Employer

Partner
Job Title

Work Address

101 Seaport Blvd Boston, MA 02110

Which Boards would you like to apply for?

Trustees of Public Trusts: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

I am a senior partner in a large professional services organization. I have deep financial skills, a strong business and accounting background, and a familiarity with the law, governance structures, and the operations of a trust. I would like to put my skills to work to give back to my town.

[Cavallo -
Bio Photo As of January 2024 .docx](#)

Upload a Resume

Why are you interested in serving on a board or commission?

I would like to give back to the community. I have a strong skillset that makes me well-suited for the role.

How did you hear about the board or commission for which you are applying?

Referred by a friend who lives in town.

Have you recently attended any meetings of the board or committee for which you are applying?

☐ Yes ☒ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.



James E. Cavallo

Telephone: [REDACTED]

Position

Partner in the Boston office tax practice

Education

B.A., Wesleyan University

M.S., University of Hartford

Range of Experience

Jim has almost 30 years of experience serving corporate clients of varying sizes in the Life Sciences, Technology and Consumer Markets sectors. Jim began his career at Arthur Andersen and joined PwC as a partner in 2002. Since then, Jim has served some of our largest and most complex clients across all aspects of the corporate life cycle. As a Lead Tax Partner, Jim oversees all of the tax services provided to his clients by PwC, and also works closely with our Assurance and Advisory practices to ensure a coordinated and seamless approach to his clients' needs.

Jim has developed deep technical expertise across a number of areas, including U.S. federal, state, and international taxation; U.S. inbound and outbound tax planning; accounting for income taxes; accounting methods; buy-side and sell-side transaction services and cash tax optimization. Since the passage of the U.S. tax reform in 2017, Jim has spent significant time with clients on the tax efficient structuring of international operations.

Jim also has responsibility for risk management matters within our Boston tax practice.

Professional and Business

Experience

- Joined PwC Boston office (Partner), August 2002
- Admitted to Andersen partnership, September 2001
- Joined Arthur Andersen, June 1990

Community and Organization Involvement

- American Institute of Certified Public Accountants
- Massachusetts Society of Certified Public Accountants



AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve Discovery Day Street Fair 2024 Request - Lexington Retailers Association

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.4

SUMMARY:

Category: Decision-Making

The Lexington Retailers Association (LRA) has requested permission from the Select Board for a Discovery Day Street Fair to be held on Saturday, May 25, 2024 from 10:00am to 3:00pm, with street closures and detours running from 6:00am to 5:00pm, in the following areas:

- Massachusetts Avenue, from Waltham Street to Meriam Street (both sides); and
- Depot Square; and
- Muzzey Street, from Massachusetts Avenue to the first private driveway; and
- Massachusetts Avenue, north-side sidewalk, from Edison Way to Waltham Street

They also request permission from the Select Board for the following:

- To erect a temporary sign on the Minuteman Commuter Bikeway behind 1775 Massachusetts Avenue during the event for publicity purposes; and
- Provide free parking at the Central Business District parking meters, and not charge for parking in the Depot Lot on Discovery Day.

Please see the attached letter from the Lexington Retailers Association dated March 6, 2024. A copy of the letter was given to the Town Manager's Office to review the request for the use of the Visitors Center lawn, use of Emery Park, as well as the placement of temporary signs for event publicity in Emery Park and the Center Business District.

The Police Department, Fire Department, and Department of Public Works have reviewed the request with no concerns. The Health Department will work with the applicant to provide the appropriate permitting for the food vendors/booths. The applicant shall work with the Engineering Department regarding the status of roadwork in the area leading up to the event.

The One-Day Liquor License for the requested Beer Garden will be applied for by the applicant at a future date.

SUGGESTED MOTION:

To approve restricting vehicular access in the following areas for the 2024 Discovery Day Street Fair to be held on Saturday, May 25, 2024 from 6:00am to 5:00pm:

- Massachusetts Avenue, from Waltham Street to Meriam Street (both sides); and
- Depot Square; and
- Muzzey Street, from Massachusetts Avenue to the first private driveway; and
- Massachusetts Avenue, north-side sidewalk, from Edison Way to Waltham Street.

To approve permission to erect a temporary sign on the Minuteman Commuter Bikeway behind 1775 Massachusetts Avenue during the event for publicity purposes.

To approve free parking at the Central Business District parking meters, and not charge for parking in the Depot Lot on Discovery Day.

**and all approvals and locations are subject to modifications as may be required by Department of Public Works, Public Safety, Public Health, Engineering and/or Town Manager up to the time of the event.*

Move to approve the consent.

FOLLOW-UP:

Select Board Office

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

ATTACHMENTS:

Description	Type
 2024 Discovery Day Request	Backup Material

LEXINGTON RETAILERS ASSOCIATION

1780 Massachusetts Avenue

781 862-1034

March 6, 2024

Select Board, Town of Lexington:

Joseph Pato, Chair

Suzanne Barry

Jill Hai

Douglas Lucente

Mark Sandeen

Dear Board Members,

The Lexington Retailers Association (LRA) requests permission to hold the annual Discovery Day street fair on parts of Massachusetts Avenue, Depot Square, Muzzey Street and adjacent sidewalks in Lexington Center. The event would be scheduled for Saturday May, 25 2024 from 10am – 3pm, with street closures and detours running from 6am – 5pm. In addition we request use of Emery Park and the Visitors Center lawn during the same time period.

The event will have a similar format to the May 2023 event. We understand that both the Select Board and the Town Manager have permission granting jurisdiction, and we will work closely with town staff to submit all the applicable paperwork. We will work with the Economic Development Office and Police, Fire, Public Works, Engineering, and Health departments to ensure a safe event.

We will continue to locate the “Beer Garden” in the LexPress bus stop and rear quadrant of Emery Park. The serving hours would be 11:30am – 3:30pm. We will be returning to you for a temporary liquor license.

The event area would be:

Massachusetts Avenue, from Waltham Street to Meriam Street;

Depot Square & Emery Park;

Muzzey Street, from Massachusetts Avenue to the first private driveway;

Massachusetts Avenue north-side sidewalk, from Edison Way to Waltham Street;

Visitors Center lawn.

During the event, the LRA will be placing portable toilet facilities in the event area. We also want to work with the DPW to provide temporary bike racks for the event.

For the purpose of event publicity, we request permission to erect temporary signs at the following locations:

- 1) on Emery Park, starting May 11 and ending at the conclusion of the event;
- 2) in the center business district, but outside of the event area, during the event;
- 3) at the Bike-path, in the area by the crossover behind 1775 Mass Ave, during the event.

We also request permission to provide free parking at the Central Business District parking meters, and not charge for parking in the Depot Lot on Discovery Day.

The enclosed page is designed to address questions you may have about **Discovery Day**.

Sincerely,

Eric Michelson, President
Lexington Retailers Association

Q & A –Discovery Day 2024 - Saturday May 25

Q. What will occur during Discovery Day?

A. Discovery Day is a street fair, sidewalk sale, live entertainment and a way to “discover” the great things that Lexington has to offer.

Q. What is the schedule for the event?

A. The following is a tentative schedule:

6 a.m.	Close the main area along Mass Ave. to public vehicular traffic
	Participants begin set-up
10 a.m.	Participants open to public
11:30 a.m.	Beer Garden opens
3 p.m.	Participants close to public
	Participants breakdown and cleanup
3:30 p.m.	Beer Garden closes
5 p.m.	Event area reopened to public vehicular traffic

Q. Who will be allowed to participate?

A. Lexington retail and service businesses; Lexington community organizations; and Town of Lexington departments and committees

Q. What will occur at the street fair?

The Participants will be allowed to conduct the following activities:

Businesses - promote their businesses and sell merchandise

Community organizations - promote their organization (fundraise with LRA approval)

Town Departments/Committees – promote their groups (fundraise with LRA approval)

In addition, the LRA will provide family oriented entertainment. This may include, but may not be limited to live music performances and live dancing performances.

Q. What will the charges be to participate?

A. Charges will be assessed to cover the expenses involved in promoting and implementing Discovery Day. Those expenses will include mailings, advertising, entertainment, rental costs, and town services, as examples. Businesses will be charged a set fee to participate. Lexington community organizations will be charged a highly discounted nominal fee, and Town of Lexington departments and committees will be allowed to participate for free.

Q. What town services will be required?

A. As in the past, we will work with the Police Department for detail officers required for street closures, detours, and security, and with the Fire Department for safety issues. In addition, the DPW assists with site set-up, recycling and rubbish bins, trash disposal and site cleanup.

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Approve Town Manager Committee Reappointments

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

C.5

SUMMARY:

Category: Decision-Making

The Town Manager is requesting that the Select Board approve the reappointments of the following:

Board of Assessors -

- Edmund Grant. Mr. Grant's term would be effective April 30, 2024 with a term set to expire April 30, 2027. State Conflict of Interest Law training is up-to-date.

Conservation -

- Philip Hamilton. Mr. Hamilton's term will be effective March 31, 2024 with a term set to expire March 31, 2027. State Conflict of Interest Law training is up-to-date.
- Ruth Ladd. Ms. Ladd's term will be effective March 31, 2024 with a term set to expire March 31, 2027. State Conflict of Interest Law training is up-to-date.
- Ralph Bitsko. Mr. Bitsko's term is effective immediately with a term set to expire March 31, 2026. State Conflict of Interest Law training is up-to-date.

Commission on Disability -

- Susan Cusack. Ms. Cusack's term is effective immediately with a term set to expire October 30, 2026. Reappointment is contingent upon completion of State Conflict of Interest Law training.

SUGGESTED MOTION:

To confirm the Town Manager's reappointments of Edmund Grant to the Board of Assessors with a term set to expire April 30, 2027; Phil Hamilton and Ruth Ladd to the Conservation Commission with a term set to expire March 31, 2027; Ralph Bitsko to the Conservation Commission with a term set to expire March 31, 2026 and Susan Cusack to the Commission on Disability with a term set to expire October 30, 2026.

Move to approve the consent.

FOLLOW-UP:

Town Manager's Office

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

ATTACHMENTS:

Description		Type
	Edmund Grant	Backup Material
	Philip Hamilton	Backup Material
	Ruth Ladd	Backup Material
	Ralph Bitsko	Backup Material
	Susan Cusack	Backup Material

Application Form

Profile

Attendance to a regularly scheduled meeting of the board or committee of interest is strongly encouraged when considering applying for membership. All committee meetings are open to the public and are posted at least 48 hours in advance of the meeting in our www.lexingtonma.gov/calendar.

If you are appointed to the board or committee for which you have applied, information from this application will be used to contact you regarding your appointment from the appointing authority as well as the Town Clerk’s Office. Please do not offer information on this application you would prefer we not use.

Applications will be kept on file and considered as vacancies occur for up to one year unless otherwise noted.

If you have any questions or need more information regarding the completion of the application, please contact either the Select Board Office at 781-698-4580 or the Town Manager’s Office at 781-698-4540.

Edmund

First Name

C

Middle Initial

Grant

Last Name

Nickname

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

Email Address

Alternate Email Address (Optional)

Home Address

Suite or Apt

Lexington

City

MA

State

02420

Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

What Precinct do you live in?

☒ Precinct 6

Home: ()

Primary Phone

Home: ()

Alternate Phone

self employed

Employer

lawyer

Job Title

Work Address

[REDACTED]

Which Boards would you like to apply for?

Board of Assessors: Submitted
Fund for Lexington Board: Appointed

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

Upload a Resume

Why are you interested in serving on a board or commission?

How did you hear about the board or commission for which you are applying?

Have you recently attended any meetings of the board or committee for which you are applying?

☐ Yes ☐ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☐ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☐ No

If yes, please list date of most recent Conflict of Interest Law Training.

02/08/2023

Conflict of Interest Law Training Certificate

Application Form

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Philip	K	Hamilton
First Name	Middle Initial	Last Name

Nickname

Phil

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

[Redacted]

Email Address

Alternate Email Address (Optional)

[Redacted]		
Home Address	Suite or Apt	
Lexington	MA	02420
City	State	Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

35 years

What Precinct do you live in?

☒ Precinct 7

Home: [Redacted]	Mobile: [Redacted]
Primary Phone	Alternate Phone

Retired

Employer

Job Title

Work Address

Which Boards would you like to apply for?

Conservation Commission: Appointed

Conservation Commission - Land Management Planning Subcommittee: Appointed

Land Acquisition Committee: Appointed

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

Retired lawyer and law professor

Upload a Resume

Why are you interested in serving on a board or commission?

I am applying for re-appointment.

How did you hear about the board or commission for which you are applying?

Have you recently attended any meetings of the board or committee for which you are applying?

☒ Yes ☐ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

02/12/2021 (Expired)

Conflict of Interest Law Training Certificate

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Ruth

First Name

M

Middle Initial

Ladd

Last Name

Nickname

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

Ms


Email Address

Alternate Email Address (Optional)

wetlandmom@gmail.com


Home Address

Suite or Apt


City


State


Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

73 years

What Precinct do you live in?

☒ Precinct 7

Mobile: 

Primary Phone

Home: 

Alternate Phone

Employer

Job Title

Work Address

Which Boards would you like to apply for?

Conservation Commission: Appointed

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

i have now served on the ConCom for several years (seven?). Before retiring, I was a senior wetland scientist with the U.S. Army Corps of Engineers. I am also a New England Wild Flower Society (now Native Plant Trust) certificate holder.

[Bio - brief_10-22.docx](#)

Upload a Resume

Why are you interested in serving on a board or commission?

I feel that my expertise in wetland ecology and delineation are helpful as a commissioner - and I enjoy it!

How did you hear about the board or commission for which you are applying?

I am already on the commission

Have you recently attended any meetings of the board or committee for which you are applying?

☒ Yes ☐ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

10/10/2023

Application Form

Profile

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ralph

First Name

A

Middle Initial

bitsko

Last Name

Nickname

Duke

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

Email Address

Alternate Email Address (Optional)

Home Address

Suite or Apt

City

State

Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

27 years

What Precinct do you live in?

☒ Precinct 5

Mobile:

Primary Phone

Alternate Phone

Hatch

Employer

Director of Interdisciplinary
Design

Job Title

Work Address

Which Boards would you like to apply for?

Conservation Commission: Appointed

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

landscape architect and restoration specialist. served on commission for 24 years.

Upload a Resume

Why are you interested in serving on a board or commission?

reappointment.

How did you hear about the board or commission for which you are applying?

see above.

Have you recently attended any meetings of the board or committee for which you are applying?

☒ Yes ☐ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

07/25/2019 (Expired; training due)

Conflict of Interest Law Training Certificate

Application Form

Profile

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Susan

First Name

R

Middle Initial

Cusack

Last Name

Nickname

Preferred Title (i.e. Mr., Ms., Mx., Dr., Rev)

Email Address

Alternate Email Address (Optional)

Home Address

Suite or Apt

City

State

Postal Code

Length of Residence in Lexington (Note: ZBA requirement is a minimum of 8 years)

35

What Precinct do you live in?

☒ Precinct 9

Mobile:

Primary Phone

Home:

Alternate Phone

Work Address

Which Boards would you like to apply for?

Commission on Disability: Appointed

Interests & Experiences

Please tell us about yourself and why you want to serve.

Special Training and/or Qualifications

I come to this form of community service with personal and professional experience. In my personal life, I am an adult with dyslexia; I am a parent of children with disabilities who successfully graduated from the LPSD; I am a former chair and member of the Lexington Public Schools Special Education Parents Advisory Council. As a professional, I have been working at the intersection of disability, inclusivity, and design for decades. I got my professional start at the Institute for Community Inclusion and continued my work at the Graduate School of Education at Lesley University; and I also sit on the Board of the Institute for Human Centered Design.

[CusackCV_September2022.pdf](#)

Upload a Resume

Why are you interested in serving on a board or commission?

I have been a long time advocate for equity, access and inclusion, and the Commission on Disability provides me with a way to participate and give back to my community.

How did you hear about the board or commission for which you are applying?

I have served on the Commission for many years. This is a re-appointment request, my apologies for the delayed response to this request.

Have you recently attended any meetings of the board or committee for which you are applying?

☒ Yes ☐ No

Have you confirmed your availability to attend the board or committee's meetings? (i.e. can attend at the time the committee regularly meets)

☒ Yes ☐ No

Do you currently serve on another board or committee?

☐ Yes ☒ No

If yes, please list date of most recent Conflict of Interest Law Training.

01/04/2021

Conflict of Interest Law Training Certificate

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

2024 Annual Town Meeting

PRESENTER:

Board Discussion

ITEM NUMBER:

I.1

SUMMARY:

Category: Informing

2024 Annual Town Meeting

The Select Board will discuss articles and take positions for 2024 Annual Town Meeting.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

6:15pm

ATTACHMENTS:

Description	Type
☐ Art 37 updated motion	Backup Material
☐ ARt 37 explanation of revisions	Backup Material
☐ Select Board Working Document - Positions 2024 ATM as of	Backup Material
☐ Moderators proposed schedule for ATM as of March 21, 2024	Backup Material

Town of Lexington
Motion
2024 Annual Town Meeting

ARTICLE 37

IMPORTANCE OF TREES RESOLUTION (Citizen Petition)

MOTION: That the Town adopt the following resolution:

WHEREAS, trees are one of the best defenses Lexington can have against the growing impacts of climate change;

WHEREAS, Middlesex County has historically had 8.7 days each year above 90°, but by century's end we are expected to have 35 such days under a low-to-moderate emissions scenario and 67 days with business-as-usual emissions;

WHEREAS, heat like this creates health risks for our children, elderly and other vulnerable populations, and places an enormous energy burden on our cooling systems and will make many summer outdoor activities unpleasant if not dangerous;

WHEREAS, trees can reduce heating and cooling energy use by 25% or more by shading our homes in summer and buffering them against wind in winter;

WHEREAS, a tree canopy, through shading and evapotranspiration, can lower summer air temperatures 4-6°F and the heat experienced by someone moving from sun to shade by 20°F or more, the difference between our children playing outside or sitting in an air-conditioned room;

WHEREAS, trees combat climate change both by sequestering carbon directly and by reducing building energy demands (due to tree shading and windbreak);

WHEREAS, trees mitigate stormwater and flooding impacts by promoting soil infiltration and intercepting rainfall that then evaporates;

WHEREAS, trees improve air quality through uptake of gaseous pollution via leaf pores and interception of particulates, and inhibit the formation of smog;

WHEREAS, trees are a foundational part of the ecological communities that surround and sustain us, providing habitat to countless species of insects, fungi, moss, birds, mammals, and plants, and serving as critical elements in most food chains;

WHEREAS, trees enhance property values, as suggested by a range of studies that have found increases of about 3 to 15 percent in residential property values associated with the presence of trees and vegetation;

WHEREAS, studies have shown that trees provide a wealth of mental health and quality-of-life benefits, from increased cognitive function to reductions in stress and anxiety, reduced crime, and even more rapid recovery from surgery;

WHEREAS, shade trees can take 100 years or more to mature and fill the canopy, and what is cut down now may not be regrown in our children's lifetimes; and

WHEREAS, the Town's recently adopted Climate Action Plan notes that "increasing tree canopy overall will enhance community health and resilience by providing natural cooling, reducing pollution, and mitigating flooding," and sets as a town goal to "protect and expand Lexington's tree canopy;"

Town of Lexington

Motion

2024 Annual Town Meeting

NOW, THEREFORE, BE IT RESOLVED that the Town of Lexington declares that a robust tree canopy is vital to the quality of life, public health, and sustainability of Lexington and its residents, workers, and visitors;

BE IT FURTHER RESOLVED that the Town declares that facilitating the growth and maintenance of this canopy, including widespread public shade and tree-lined streets, is a goal of the Town and commits to using its resources and authority in partnership with community members to work towards this goal with appropriate investment and regulatory measures, while mindful of the need for balance with other pressing public needs including other town services, housing and solar energy production;

BE IT FURTHER RESOLVED that to achieve this goal, Town departments and committees are called upon to set actionable goals reflecting the magnitude of the need and metrics by which to measure their progress;

BE IT FURTHER RESOLVED that the Town of Lexington commits to educating our residents about the importance of trees to our and our children's quality of life; and

BE IT FURTHER RESOLVED that the Town of Lexington underscores the need for full community participation, inclusion, and support in this endeavor, and recognizes that the residents of Lexington, community organizations, academic institutions, faith, youth, labor, business and homeowners' associations and groups, as well as groups focused on environmental, food and economic issues all have an important role to play in providing support and leadership for this effort.

(Revised 03/22/2024)

Revisions to Article 37 motion for Resolution on Importance of Trees

On March 18 the proponents of the article, in response to comments received, revised the second of the five “Be It Resolved” paragraphs to recognize more explicitly (1) the important role to be played by community organizations and residents in building our tree canopy; and (2) that the other public needs that must be considered and balanced with investment in our tree canopy include other town services as well as housing and solar energy.

Specifically, the recent changes in that paragraph are shown in redline:

BE IT FURTHER RESOLVED that the Town declares that facilitating the growth and maintenance of this canopy, including widespread public shade and tree-lined streets, is a goal of the Town and commits to using its resources and authority in partnership with community members to work towards this goal with appropriate investment and regulatory measures, while mindful of the need for balance with other pressing public needs ~~like including other town services,~~ housing and solar energy production;

**Select Board Positions
Working Document**

as of March 20, 2024

#	Article Name	ARTICLE UPDATE AT SELECT BOARD MTG	SELECT BOARD PRSNTR	CONSENT	IP	JP	SB	DL	JH	MS
1	Notice of Election		-							
2	Election of Deputy Moderator and Reports of Town Boards, Officers and Committees		-							
-										
Financial Articles										
4	Appropriate Fy2025 Operating Budget		JP			Y	Y	Y	Y	Y
5	Appropriate Fy2025 Enterprise Funds Budgets		DL			Y	Y	Y	Y	Y
-			SB	C						
7	Sustainable Capital Projects		MS			Y	Y	Y	Y	Y
8	Accept Tucker Ave (Westernmost Portion)		DL			Y	Y	Y	Y	Y
9	Establish And Continue Departmental Revolving Funds		DL			Y	Y	Y	Y	Y
10	Appropriate The Fy2025 Community Preservation Committee Operating Budget And CPA Projects	1/22/2024	MS							
	a. Cary Memorial Library Renovation – \$4,000,000					Y	Y	Y	Y	Y
				C						
	c. Park Improvements – Athletic Fields – Bowman School – \$545,000					Y	Y	Y	Y	Y
	d. Lincoln Park Fitness Stations Equipment – \$160,000					Y	Y	Y	Y	Y
	e. Park Improvements – Hard Court Surfaces – Valley Rd – \$492,000					Y	Y	Y	Y	Y
	f. Lincoln Park Field Improvements – \$1,145,000					Y	Y	Y	Y	N
	g. LexHAB Support, Restoration, Preservation, and Decarbonization – \$482,365					Y	Y	Y	Y	Y
	h. Lexington Housing Authority Exterior Preservation – \$100,000					Y	Y	Y	Y	Y
	i. Affordable Housing Trust Funding – \$3,200,000					Y	Y	Y	Y	Y
				C						
				C						
11	Appropriate For Recreation Capital Projects		SB	C		Y	Y	Y	Y	Y

Note: As Articles are voted on at Town Meeting they are removed from the working document list

**Select Board Positions
Working Document**

as of March 20, 2024

#	Article Name	ARTICLE UPDATE AT SELECT BOARD MTG	SELECT BOARD PRSNTR	CONSENT	IP	JP	SB	DL	JH	MS
12	Appropriate For Municipal Capital Projects And Equipment		MS							
				C						
	b) Heavy Vehicle Extrication Equipment					Y	Y	Y	Y	Y
				C						
				C						
				C						
				C						
				C						
	i) Cemetery Columbarium - Design					Y	Y	Y	Y	Y
	j) Public Parking Lot Improvement Program					Y	Y	Y	Y	Y
				C						
				C						
				C						
				C						
	p) Election Equipment Upgrade					Y	Y	Y	Y	Y
				C						
-			MS	C						
-			MS	C						
-			DL	C						

Note: As Articles are voted on at Town Meeting they are removed from the working document list

**Select Board Positions
Working Document**

as of March 20, 2024

#	Article Name	ARTICLE UPDATE AT SELECT BOARD MTG	SELECT BOARD PRSNTR	CONSENT	IP	JP	SB	DL	JH	MS
-	Appropriate For Public Facilities Capital Projects		MS							
				C						
				C						
				C						
				C						
-			DL	C						
18	Rescind Prior Borrowing Authorizations		JH			Y	Y	Y	Y	Y
19	Establish, Amend, Dissolve And Appropriate To And From Specified Stabilization Funds		SB			Y	Y	Y	Y	Y
-			SB	C						
21	Amend Fy2024 Operating, Enterprise And CPA Budgets		JH			Y	Y	Y	Y	Y
-			DL	C						
23	Appropriate Opiod Settlement		MS			Y	Y	Y	Y	Y
24	Appropriate Funding For Semiquincentennial Commission	2/5/2024	SB			Y	Y	Y	Y	Y
25	Pine Meadows Clubhouse Renovation		SB			Y	Y	Y	Y	Y
26	Appropriate for Design Funds for Lexington High School Construction Project		JP			Y	Y	Y	y	Y
27	Appropriate for Renovation of 173 Bedford Street		JP			Y	Y	Y	Y	Y
General Articles										
-			DL	C						
-										
-			JH	C						

Note: As Articles are voted on at Town Meeting they are removed from the working document list

**Select Board Positions
Working Document**

as of March 20, 2024

#	Article Name	ARTICLE UPDATE AT SELECT BOARD MTG	SELECT BOARD PRSNTR	CONSENT	IP	JP	SB	DL	JH	MS
31	Prohibit Single-Serve Plastic Water Bottles (Citizen's Petition)	2/12/2024	JH			W	W	W	W	W
-										
33	Authorize Affordable Housing Trust To Seek Affordable Housing	2/5/2024	MS			Y	Y	Y	Y	Y
34	Amend General Bylaws - Tree Bylaw - Tree Protection Plan	1/22/2024	JP			Y	Y	Y	Y	Y
35	Amend General Bylaws - Tree Bylaw - Require Mitigation Planting In Certain Instances	1/22/2024	JP			Y	Y	W	Y	Y
36	Amend General Bylaws - Tree Bylaw - Exemptions	1/22/2024	JP			Y	Y	Y	Y	Y
37	Importance Of Trees Resolution (Citizen Petition)	1/22/2024	JP			Y	Y	W	W	Y
38	Amend Regulation Of Fossil Fuel Infrastructure Bylaw - Meet Department Of Energy Resources (Doer) Requested Changes		JH			Y	Y	N	Y	Y
39	Home Rule Petition To Adjust The Number Of On-Premise Wine And Malt Alcohol Licenses		DL			Y	Y	Y	Y	Y
40	Integrated Pest Management Resolution (Citizen Petition)	2/12/2024	MS			Y	Y	Y	Y	Y
41	Massachusetts Bay Transportation Authority	3/4/2024	JH			Y	Y	Y	Y	Y
-										
43	Voting Rights 16 And Older (Citizen Petition)	2/12/2024	DL			Y	W	Y	W	Y
-			SB	C						
45	Indigenous Peoples Day (Citizen Petition)	2/12/2024	JH			Y	Y	W	Y	Y
46	Royal Family Invitation To 250th Celebration		DL			N	Y	Y	W	Y
Zoning Articles										
47	Amend Zoning Bylaw - Signs	2/26/2024	JP			Y	W	W	Y	W
48	Amend Zoning Bylaw - Short Term Rentals	2/26/2024	DL			W	Y	Y	Y	W
49	Amend Zoning Bylaw - Permitted Uses and Development Standards	2/26/2024	MS			W	Y	W	Y	W
50	Amend Zoning Bylaw - Inclusionary Housing For Village And Multi-Family Overlay Districts	2/26/2024	JH			Y	Y	W	Y	W

Note: As Articles are voted on at Town Meeting they are removed from the working document list

**Select Board Positions
Working Document**

as of March 20, 2024

#	Article Name	ARTICLE UPDATE AT SELECT BOARD MTG	SELECT BOARD PRSNT	CONSENT	IP	JP	SB	DL	JH	MS
51	Amend Zoning Bylaw – Maximum Height For Village Overlay District	2/26/2024	JH			Y	Y	Y	Y	W
52	Amend Zoning Bylaw And Map - Technical Corrections	2/26/2024	SB			Y	Y	Y	Y	Y
-			JH	C						
-			JH	C						

Note: As Articles are voted on at Town Meeting they are removed from the working document list

Updated schedule for ATM 2024 - published March 21, 2024

Monday March 25, 2024 - NO SESSION (Holi)

Wed. March 27, 2024 (Deadline for proposed amendments/division requests has passed)

- Article 2 - report of Community Preservation Committee
- Article 10 - Appropriate for the FY2025 Community Preservation Committee Operating Budget and CPA Projects - *items not on consent agenda* **(DATE CERTAIN)**
 - 10a - Cary Memorial Library Renovation
 - 10f - Lincoln Park Field Improvements
 - 10c - Park Improvements - Athletic Fields - Bowman School
 - 10d - Lincoln Park Fitness Stations Equipment **(DATE CERTAIN)**
 - 10e - Park Improvements - Hard Court Surfaces - Valley Rd
 - 10g - LexHAB Support, Restoration, Preservation, and Decarbonization
 - 10h - Lexington Housing Authority Exterior Preservation
 - 10i - Affordable Housing Trust Funding
- Time permitting:
 - Continue unfinished business from previous session:
 - Article 38 - Amend Regulation of Fossil Fuel Infrastructure Bylaw
 - Article 39 - Home Rule Petition to Adjust the Number of On-Premise Wine and Malt Alcohol Licenses
 - Article 41 - Massachusetts Bay Transportation Authority
 - Article 18 - Rescind Prior Borrowing Authorizations
 - Article 19 - Establish, Amend, Dissolve and Appropriate.... Specified Stabilization Funds
 - Article 23 - Appropriate Opioid Settlement

Monday April 1, 2024 (Proposed amendments/division requests due: 5pm Wed. 3/27)

- Article 25 - Pine Meadows Clubhouse Renovation
- Article 26 - Appropriate for Design Funds for LHS Project **(DATE CERTAIN)**
- Article 27 - Appropriate for Renovation of 173 Bedford Street **(DATE CERTAIN)**
- Article 12 - Appropriate for Municipal Capital Projects and Equipment - *items not on consent agenda*:
 - 12b - Heavy Vehicle Extrication Equipment
 - 12i - Cemetery Columbarium - Design
 - 12j - Public Parking Lot Improvements (*removed from Consent Agenda*)
 - 12p - Election Equipment Upgrade
- Time permitting, continue any unfinished business from previous sessions

Wednesday April 3, 2024 (Proposed amendments/division requests due: 5pm Wed. 3/27)

- Town Meeting member memorials
- TMMA 30-year pins
- Article 33 - Authorize the Select Board to Seek Affordable Housing **(DATE CERTAIN)**
- Continue unfinished business from previous sessions

Monday, April 8, 2024 (Proposed amendments/division requests due: 5pm Mon. 4/1)

- Zoning Articles; Amend Zoning Bylaw re:

- Article 47 - Signs
- Article 48 - Short Term Rentals
- Article 49 - Permitted Uses and Development Standards
- Article 50 - Inclusionary Housing for Village and Multi-Family Overlay Districts
- Article 51 - Maximum Height for Village Overlay District
- Article 52 - Technical Corrections

Wednesday, April 10, 2024 (*Proposed amendments/division requests due: 5pm Mon. 4/1*)

- Article 24 - Appropriate Funding for Semiquincentennial Commission
- Article 46 - Royal Family Invitation to 250th Celebration
- Continue any unfinished Zoning Articles
- Time permitting, continue unfinished business from previous sessions

NO SESSIONS school vacation week: Monday April 15 and Wednesday April 17

Monday, April 22, 2024 - NO SESSION (1st night Passover)

Wed. April 24, 2024 (*Proposed amendments/division requests due: 5pm Wed. 4/10*)

- Article 31 - Prohibit Single-Serve Plastic Water Bottles (Citizen Petition)
- Article 34 - Amend General Bylaws - Tree Bylaw - Tree Protection Plan
- Article 35 - Amend General Bylaws - Tree Bylaw - Mitigation Planning
- Article 36 - Amend General Bylaws - Tree Bylaw - Exemptions
- Article 37 - Importance of Trees Resolution (Citizen Petition)
- Time permitting: Unfinished business from previous sessions

Monday April 29, 2024 (*Proposed amendments/division requests due: 5pm Wed. 4/24*)

- Article 21 - Amend FY2024 Operating, Enterprise and CPA Budgets
- Article 40 - Integrated Pest Management Resolution (Citizen Petition)
- Article 43 - Voting Rights 16 and Older (Citizen Petition)
- Article 45 - Indigenous Peoples Day (Citizen Petition)
- Unfinished business from previous sessions

Hold for schedule slippage:

- Wednesday, May 1st
- Monday, May 6th
- Wednesday, May 8th

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Discuss Town Manager Search Process

PRESENTER:

Joe Pato, Select Board Chair

ITEM NUMBER:

I.2

SUMMARY:

Category: Decision Making

The Board is being asked to review and approve the RFQ (for it to go out as soon as possible); review timeline and address scheduling any additional Select Board meetings necessary and review/approve Town Manager Search Screening Committee Charge.

SUGGESTED MOTION:

Motion to approve RFQ for an Executive Recruiting Consultant (as amended) and to authorize the Town Manager to release the RFQ.

Motion to approve draft Town Manager Search Screening Committee Charge (as amended)

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

6:25pm

ATTACHMENTS:

Description	Type
<input type="checkbox"/> DRAFT - Recruitment RFQ 2024 1.27.2024	Backup Material

▣ Proposed TM search screening committee Charge.3.24.24

Backup Material

▣ Proposed_2024 Town Manager Recruitment Schedule_

Backup Material

REQUEST FOR QUOTATIONS #24-61

EXECUTIVE RECRUITING CONSULTANT

For the Town of Lexington

Town Manager

April 10, 2024

Response Due Date: Friday, April 26, 2024 at 11:00 a.m.

Consultant Interviews Tentatively Scheduled for Monday, May 6, 2024 beginning at 9 a.m.

EXECUTIVE RECRUITING CONSULTANT – TOWN OF LEXINGTON

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INTRODUCTION & PROJECT DESCRIPTION

The Town of Lexington Select Board is seeking quotes from qualified executive search consultants to work with the Board and the Town in the recruitment and selection of an exceptional candidate for the position of Town Manager for the Town of Lexington.

ABOUT THE TOWN OF LEXINGTON

Commented [JH1]: will need update;

Current statistics about Lexington:

- Lexington's land area is 16.6 square miles.
- Approximately 63% of the land in town is in private ownership;
- Approximately 12% of the land is publicly held conservation land.
- A population of 32,478.
- Lexington has 11,530 households.
- Lexington has 7,072 public school children
- Lexington has 8,462 senior citizens.
- Per Capital Income \$112,264
- Equalized Valuation per capita: \$328,658
- Bond Rating: Aaa
- Business Tax Base: BioPharm Cluster of 30 companies and a visitor-based retail based Center
- Commercial property taxes make up 20% of property tax base
- FY18 budget-all funds: \$257,329,594
- Commitment to an aggressive capital plan – recently completed state of the art Fire Headquarters, two net-zero schools;, new virtually net-zero police station nearing completion, in process with MSBA for new or renovated high school.
- Semiquincentennial Celebration- local, regional and state planning underway for April 19, 2025.

Lexington provides a multitude of public resources for its residents:

- Cary Memorial Library, providing resources and programming for residents of all ages
- Excellent public transportation, with buses providing access to the Boston area MBTA
- Outstanding public schools
- Cary Memorial Building featuring Battin Hall, home to the Lexington Symphony and many other shows and events
- Lexington Community Center, with its dining room, fitness center, game rooms and meeting rooms for community groups
- Town Human Services Department, providing Senior, Veteran, and Youth and Family resources and services
- Town Recreation and Community Programs Department, managing the Town pool and beach, and providing sports and leisure programming for children, teens and adults

A Snapshot of Lexington

Lexington was first settled in 1642 as a farming community that was part of Cambridge. It became the parish of Cambridge Farms in 1691, and was incorporated as a separate town in

1713. The town experienced rapid housing development after World War II with the growth of the Boston urban area and the decline of agriculture.

While the town is primarily residential, a number of industries and commercial establishments employ more than 16,000 people in Lexington. Services and manufacturing are the two largest employment sectors. The major shopping area is the central business district. Lexington Center is a well-maintained area with retail stores, professional offices, banks, and restaurants.

Lexington is a diverse/welcoming community with a growing and engaged Chinese, Indian and Korean population. The Town has always been blessed with an active citizenry, and participation of new as well as long-term residents is always welcome. Town government provides a variety of opportunities for citizen involvement.

In recent years the Select Board has established a commitment to sustainable practices in the development of infrastructure (LEED Silver municipal and school buildings), transportation (A Complete Streets community) and the environment (A Green community).

ABOUT THE POSITION:

See Attachment 1 – Board of Selectmen-Town Manager Act.

SCHEDULE AND TIME LINE

The Select Board will vote to award the executive search consultant contract by Monday May 6 and prefer to select a new Town Manager 16 weeks after the Executive Recruiting Consultant is engaged by the Town.

SUBMISSION DEADLINE AND INSTRUCTIONS

Responses are due no later than **4:30 on Thursday, April 25, 2024 via email to:**

Select Board Office
Lexington Town Office Buiding
1625 Massachusetts Avenue
Lexington, MA 02420

The following information is specifically required:

1. Name and address of applicant, telephone/fax numbers and e-mail address.
2. Brief résumé of principals and of the staff to be assigned to the Project.
3. List of completed projects that would best illustrate qualifications for the Project.
4. Three references for projects of a similar or larger scope, size and complexity, with contact name, title and telephone number of the person who can speak to the quality of services provided for similar Town Manager /Town Administrator recruitment processes.
5. Names and qualifications of any outside vendors that may be used for the Project.

6. Statement of the scope and type of services proposed for the Project. Based on the guidelines and information in this RFQ, the applicant should describe the process and methodology to be used in the completion of services with specific reference to examples of similar projects in which this methodology has been used.

7. Statement of any legal or administrative proceedings, pending or concluded adversely, to the applicant within the past five (5) years which relate to the applicant's performance of this type of work.

8. Appropriate certifications of insurance.

9. Provide samples of work, such as reports, a sample position profile, evaluation forms and other decision-making tools

10. Summary of expected costs, including estimated consulting fees, advertisement costs, travel expenses (including expected number of trips) and other miscellaneous costs

11. A current firm brochure may be submitted with the proposal.

12. Completion of the forms located at the end of this RFQ package.

Note: For other governmental entities that may be responding to this RFQ:

- Tax Compliance Certification: Indicate on this document that as a governmental entity, this does not apply.
- Certificate of Corporate Authority: Indicate on this document that as a governmental entity, this does not apply.
- Non Collusion: Head of governmental office responding to the RFQ can sign this form.

13. Fee Proposal: The Select Board expects that while the final fee will be negotiated (largely based on the number of stakeholder meetings it requests) it would still like a separate fee proposal based on the scope of work outlined.

INSURANCE AND IDEMNIFICATION

The selected firm shall obtain and maintain at its own expense, general liability/property and motor vehicle liability insurance policies protecting the Town of Lexington in connection with any operations included in this contract, and shall have the Town of Lexington listed as additionally insured on the policies. General liability coverage shall be in the amount of \$1,000,000 per occurrence and \$2,000,000 aggregate for general liability and property damage. Workers' compensation insurance and motor vehicle liability insurance shall be in the amounts that are in accordance with the requirements of Massachusetts law, unless otherwise waived by the Town.

Indemnification: The successful applicant shall agree to indemnify and hold harmless the Town of Lexington and its officers, boards and employees, and the Select Board, from and against all claims, causes of action, suits, damages and liability of any kind which arise out of the negligence or willful misconduct of the successful applicant or its officers, employees, agents and representatives regarding the project manager services performed.

Proposals must be signed as follows:

1. If the proposer is an individual, by her/him personally.

2. If the proposer is a partnership, by the name of the partnership, followed by the signature of each general partner.
3. If the proposer is a corporation, by the authorized officer, whose signature must be attested to by the Clerk/Secretary of the corporation and corporate seal affixed.

The Lexington Select Board, as the awarding authority, reserves the right to accept any proposal in whole, and to reject any and all proposals if it shall be deemed in the best interests of the Town of Lexington to do so.

QUESTIONS, ADDENDUM, OR PROPOSAL MODIFICATION

Questions concerning this request must be submitted via email to Elizabeth Mancini-emancini@lexingtonma.gov. Inquiries must be received no later than 1:00 PM on Friday, April 19, 2024 in order to be considered. Responses to inquiries that affect all bidders or modifications to the RFQ will be issued as an addendum via email to all applicants on record as having received the RFQ.

Commented [JH2]: responses are coming directly to select board, where should inquiries go?

All proposals submitted in response to this RFQ shall remain firm for ninety (90) days following the response deadline. It is the Town's intent to award the contract within 30 days after the response deadline. The time for award may be extended for up to 45 additional days by mutual agreement between the Select Board and the highest ranked applicant, on the basis of the responses to the Scope of Work stated below.

After the response deadline, an applicant may not change any provision of the proposal in a manner prejudicial to the interests of the Town of Lexington or fair competition. Minor informalities may be waived or the applicant may be allowed to correct them.

SCOPE OF WORK

The consultant shall:

1. Meet with the Select Board and Screening Committee as frequently and for such time as may be necessary to carry out his or her work;
2. Prepare, in consultation with and approval by the Select Board, a plan for the search, recruitment and selection of a qualified candidate for the position of Town Manager;
3. Assist in establishing a profile of the desired candidate, reflecting the qualities and attributes the Select Board believes the Town Manager should possess. The Select Board believes that the successful candidate will comply with the Code of Ethics of the ICMA or Massachusetts Municipal Management Association;

4. Create a profile for the Town of Lexington that encompasses the uniqueness of the community, demographics, economic stability, strong sense of volunteerism, and form of government;

5. Review the Board of Selectmen-Town Manager Act (Attachment 1);

6. Develop and conduct a targeted plan to advertise the position, including preparation of advertisements for publication and listing of diverse professional recruiting avenues. Utilize the consultant's network of local government professionals and other search activities to recruit a diverse pool of qualified applicants that match the established candidate profile of this position;

7. Oversee and guide the screening committee in soliciting community input through community listening and discussion sessions with Town Boards and Committees, Town employees, citizens and other community stakeholders, as outlined in the timeline, to help inform the Select Board and Screening Committee on the qualities, strengths and, management style and characteristics of candidates they envision for desired in a new the Town Manager. This shall include assistance in developing the process for soliciting opinions, creating vehicles for eliciting stakeholder feedback, compiling results and reporting conclusions. Consultant to present findings and recommendations from stakeholders and information gathering process to Select Board.;

8. Assist the Select board in establishing selection criteria for evaluating Town Manager candidates;

8. Directly receive all applications/resumes. Prepare a recruitment report of all candidates meeting the requirements of the position profile from the submitted applications with recommendations of possible candidates for review;

9. Assist the Screening Committee in reviewing applications, including provision of preliminary background screening for any candidates to be interviewed-;

10. Assist the Screening Committee in vetting and interviewing candidates, including development of questions, essays, and scenarios, and handling of all scheduling and logistics.

11. Assist the Select Board, collectively and individually, as well as any resident or staff panel, in preparing for interviews in executive session and in open session under the Massachusetts Open Meeting law as appropriate;

12. Conduct a full reference and background check (including social media) of the finalists prior to any interview by the Select Board;

13. Organize and moderate a public "meet and greet" session for the finalists;

14. Potentially schedule and attend site visits to an applicants' current community;

Commented [JH3]: possible addition: identify potential candidates, screen for suitability and motivate to apply?

Commented [EM4]: Removed from 2018 RFQ but could be re-inserted (per JH)

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15. Assist in negotiating and drafting of employment agreement and terms and conditions with the finalist, generally assist in hiring process up to and including acceptance of an Employment Agreement by the selected candidate as requested by Select Board and/or Town's Human Resources department;

16. Make every effort to successfully complete the requirements of this Contract within 16 weeks from the date of the signed contract;

17. Conduct other related tasks as may be requested by the Select Board.

TIMELINE:

Interviews of consultants for this project are tentatively scheduled for Monday, May 6, 2024 at 9 a.m.

Proposed dates to develop ideal candidate profile (tentative). The Select Board understands that this is an aggressive schedule and may need to be flexible in meeting dates, particularly around the May 20th date to review profile of ideal candidate.

- May 8: Consultant meets individually with Select Board and Executive Clerk
- May 13: Consultant meets with Screening Committee to discuss roles and meeting timeline
- May 14: Consultant meets with Senior Management Team
- May 15: Consultant meets with boards/committees
- May 16: Consultant meets with employees
- May 17: Consultant meets with interested community members
- May 20: Consultants meets with Select Board to review profile of ideal candidate

The Town desires that the consultant make every effort to bring this process to completion within 16 weeks from the signed contract for services but recognizes that scheduling of various meetings may extend this timeline.

MINIMUM REQUIREMENTS/QUALIFICATIONS

Consultants shall have been in the business of providing recruitment services for a minimum of (3) three years. The Lead consultant shall have successfully completed a similar process for the selection of at least (3) three similar positions such as Town Manager or Town Administrator for comparable communities within the past thirty-six months.

FEE

The proposed fee for this project should be included as part of the quote response and will be negotiated **upon selection and agreed upon workplan**. The fee will include all expenses, direct and indirect, for this project. All proposals shall belong to the Town of Lexington. The successful applicant shall agree to comply with all applicable federal, state and local laws in its performance of its contract with the Town of Lexington.

TOWN OF LEXINGTON

TAX COMPLIANCE CERTIFICATION

Pursuant to M.G.L. c.62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the below named business is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

(Date) (Signature of individual submitting bid or proposal)

(Printed name of person signing bid or proposal)

(Name of business)

(Business address)

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

TOWN OF LEXINGTON

CERTIFICATE OF CORPORATE AUTHORITY

The principal, officer or person to sign below pledges under penalties of perjury, that he or she has been designated by the owner(s) or the Board of Directors of the below named firm as an authorized representative.

(Date) (Signature of individual submitting bid or proposal)

(Printed name and title of person signing bid or proposal)

(Name of business)

(Business address)

(Business phone number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

TOWN OF LEXINGTON

NON-COLLUSION STATEMENT

CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

"The undersigned certifies under penalties of perjury that this Bid or Proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity or group of individuals."

(Date) (Signature of person signing bid or proposal)

(Printed name of person signing bid or proposal)

(Title)

(Name of Business)

(Business address)

(Business Phone Number)

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

SIGNATURE PAGE

The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

Firm

Signee (written)

Signee (typed/printed)

Title

Date

MUST BE COMPLETED AND INCLUDED WITH SUBMISSION

ATTACHMENT 1

BOARD OF SELECTMEN-TOWN MANAGER ACT

Town Manager Search Screening Committee Charge

Authority	The Town Manager Search Screening Committee is an ad hoc committee appointed by the Select Board.
Membership	<p>The Town Manager Search Screening Committee will have nine (9) members composed as follows:</p> <ul style="list-style-type: none">• 2 Select Board Members• 1 Planning Board Member• 1 Business Representative• 5 Town Meeting/Committee/Community Representatives <p>The Screening Committee should represent a diversity of lived experience, relevant expertise and community involvement.</p>
Liaisons	The Town Manager Search Screening Committee will have one liaison from the Appropriation Committee and one from the Capital Expenditures Committee.
Purpose	<p>The purpose of the Committee will be to recommend to the Select Board, finalists for consideration for appointment as Lexington's next Town Manager.</p> <p>Consistent with State law, the meetings and deliberations of the Committee shall be subject to the Open Meeting law, but the names of applicants and candidates interviewed by the Committee shall not be made public and Screening Committee interviews shall be in Executive Session under Exemption 8.</p>
Responsibilities	<p>The Committee's responsibilities shall be to:</p> <ol style="list-style-type: none">1. Oversee and guide community listening and discussion sessions with Town Boards and Committees, Town employees, citizens and other community stakeholders, as outlined in the timeline; in order to help inform the Select Board on the qualities, strengths, and characteristics of candidates they envision for the Town Manager.2. Review the Board of Selectmen-Town Manager Act and understand the Town Manager's role.3. Work with the executive search consultant to review community input and feedback regarding the traits and management style desired for the next Town Manager.4. Review and approve the executive search consultants' proposed selection criteria for evaluating the candidates.

5. Review candidate's resumes and application materials. Evaluate resumes and application materials recommended for interview based upon the established selection criteria. Approve recommended list of applicants for interview.
6. Work with the consultant to develop interview questions for the Screening Committee interviews.
7. Conduct interviews of the recommended candidates in executive session.
8. Review background and references as appropriate.
9. Recommend to the Select Board a minimum of three final candidates, who best match the selection criteria, unless a lesser number is agreed upon by the Select Board.
10. Work with the Consultant to provide a report of the key attributes of each candidate recommended.
11. Assist the Select Board, collectively and individually, in preparing for interviews in executive session and in open session under the Massachusetts Open Meeting law.

Deliverable

It is expected that Committee shall begin its work by mid-May and shall submit its list of recommended finalists to the Select Board by August 7, 2024, unless another date is agreed to by the Select Board.

Proposed Town Manager Recruitment Schedule

Wednesday, March 27

- Review and approve the RFQ (for it to go out as soon as possible)
- Review Timeline and address any additional full Select Board meetings necessary
- Review and Approve Town Manager Search Screening Committee Charge

Thursday, April 25 - RFQ responses due by 11 a.m.

Monday, April 29 at 4 pm?? (date/time to set) – Select Board Meeting to review proposals submitted and determine which ones to interview.

Monday, May 6th at 9 am (date/time to set) – Select Board Meeting to:

- Interview respondents to RFQ
- Deliberate and select Consultant
- Vote to authorize Town Manager to negotiate and sign contract with chosen Consultant.
- Name Screening Committee Members and Chair of Screening Committee

Wednesday, May 8th: (times TBD) Stakeholder Meeting -Consultant meets with Select Board members and Executive Clerk to BOS (individually) to develop profile.

Monday, May 13th (at 4 or 5 pm?): (date/time to set) Consultant meets with Screening Committee - reviews roles/responsibilities, timeline, deadlines, potential meeting schedule.

Tuesday, May 14th (at 9:30 am-11:00 am?): (date/time to set) *Stakeholder Meeting* - Consultant meets with Senior Management Team to develop profile.

Wednesday, May 15th at 7 pm: (date/time to set) *Stakeholder Meeting* -Consultant meets with Boards/Committees to develop profile.

Thursday, May 16th at 3:30 pm: (date/time to set) *Stakeholder Meeting* - Consultant meets with Employees to develop profile.

Friday, May 17th at 7 pm: (date/time to set) *Stakeholder Meeting* - Consultant meets with Community to develop profile.

Monday, May 20th item on Select Board Meeting agenda: Consultant meet with Select Board to review Town Manager Recruitment profile.

AGENDA ITEM SUMMARY

LEXINGTON SELECT BOARD MEETING

AGENDA ITEM TITLE:

Update on Options for Facilitated Community Listening Session and Lexington Human Rights Committee Charge

PRESENTER:

Board Discussion

ITEM NUMBER:

I.3

SUMMARY:

Category: Brainstorming

Discuss progress on the options for a facilitated community listening session to understand current community experience regarding inclusivity; hear the opportunities and challenges surrounding Human Rights concerns topic as community members perceive them. Discuss the potential of possibly scheduling the listening session to be held before the end of May.

Discuss an update on HRC Committee Charge drafting.

SUGGESTED MOTION:

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

3/27/2024

6:40pm