The Rise, Fall, and Rise of EPA Libraries

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Abstract

Since the EPA was founded in 1970, its libraries have evolved from decentralized information centers into a comprehensive library network. EPA libraries experienced severe growing pains during this process. The threat of severe budget cuts in 2006 led to the closure of several libraries and a sharp reduction in EPA library services. These actions were met with protest by librarians, and after an appeal to Congress the EPA library services were restored in 2008. Since then, EPA has continued efforts to improve library services through the creation of the EPA National Library Network and development of a strategic plan (EPA, 2011) to make environmental information easier to obtain.

Keywords: EPA, EPA National Library Network

Introduction

My first experience with the United States Environmental Protection Agency (EPA) was as a child of about ten years old. During a visit to my grandmother's house outside of Philadelphia, I noticed certain pieces of furniture were labeled with little round, orange stickers that read "HOT". The family acknowledged the stickers jokingly, playing a type of musical chairs to see who could sit the farthest from the stickers. Although I didn't fully understand it at the time, the EPA had used the stickers to indicate which pieces of my grandmother's furniture were measured to have high levels of radiation. It turns out that in the 1920s, a University of Pennsylvania professor had processed radium in his home, the adjoining duplex, to be placed into needles to treat cancerous tumors (Wickboldt, 1990). This was before the atomic bombings in Japan, and before there was widespread understanding of the dangers of radium.

Eventually the resulting contamination was discovered, and my grandmother's home became known as the Lansdowne Radiation Site or the Lansdowne Radioactive Residence, the first residential Superfund site in the nation. In the late 1980s, the EPA and the United States Army Corps of Engineers (USACE) removed contaminated buildings and surrounding soil at an approximate cost of $11.4 million (Wickboldt, 1990). The EPA decontaminated and returned some of orange-dotted furniture, although all of the furniture required refinishing following the decontamination activities. My memories of these activities proved a major impetus for my decision to study environmental engineering. The saga of my grandmother's home was the subject of one of my undergraduate term papers in the mid-1990s. Although my family had clippings of many of the local media articles concerning the house, we did not have any official EPA documentation from the site necessary for an engineering term paper. I contacted the EPA project manager and he was kind enough to send me an extra set of the four-volume post-

remediation documentation that he had on hand. That was my first experience in seeking information from the U.S. EPA.

Unfortunately, my family later lost track of the EPA documents. This proved to be a problem earlier this year when my mother was diagnosed with lung cancer. Her doctors asked for information regarding the levels of radioactivity and radon gas concentrations to which she was exposed in her childhood home. Despite my best efforts, I was not able to locate the documents in my mother's attic or online. Based on my professional experience as a consulting environmental engineer, I was however able to locate enough EPA records online to give her doctors a sense of the levels of contamination in the home. The frustration I experienced during these searches stuck with me, and I remained determined to track down the documents for future reference.

A mere fifteen years after I wrote that undergraduate term paper about my grandmother's radioactive house, it turns out that environmental information seeking, not environmental engineering, is my true calling. I enrolled in this program with the intention of blending my previous career as an environmental professional and my future career as an information professional. With that in mind, I was fascinated by one of the videos included in the LIBR 200 content. Mary Alice Baish of the American Association of Law Libraries spoke in Part 1 of Panel 2: Ethics and Politics of Library 2.0 at the April 4, 2009 Yale Information Society Project *Library 2.0 Symposium* at Yale Law School. Baish described the efforts of stakeholders in successfully speaking out against proposed EPA library closures. I had never heard of these efforts despite having worked in the environmental industry during the period in which the closures were proposed. My interest in the chronicle of the EPA libraries, fomented by my early experiences in obtaining documents from EPA, culminated in this term paper.

In this paper I investigate the origins of the EPA libraries, the attempts to close the libraries, and the current state of the EPA libraries. I use the Lansdowne Radiation Site as a test case to assess the current accessibility of EPA documents, and determine whether the documents my family misplaced are accessible via the EPA libraries.

Literature Review

Literature concerning the EPA libraries can generally be divided into three categories: scholarly literature regarding information collection and dissemination by the EPA libraries; news articles regarding the EPA libraries; and government documents describing and/or assessing the various functions of the EPA libraries. Most of the scholarly literature I found regarding EPA libraries predates the attempted library closures. These articles often focused on the decentralized nature of the information resources held within various divisions of the EPA (e.g., Currie & Roth, 1990) and/or public access to environmental information (e.g., Pesachowitz, 1992). Sarah Kadec, along with a variety of colleagues, has an especially robust body of written work pertaining to federal libraries (Kadec & Watts, 1988; Kadec, 1989; and Watts, Anderson & Kadec, 1995). I relied mainly on peer-reviewed articles such as these to frame the origins of the EPA libraries.

More plentiful are the news articles from library magazines between 2006 and 2008 that described and decried the proposed budgets cuts and library closures. I relied on these mainstream news articles, ranging from short press releases to detailed library magazine feature articles, to document the saga of the EPA library closures. I found the work of Barbie Keiser (2007, 2008) and Toby Pearlstein and James Matarazzo (Pearlstein & Matarazzo, 2009; and Matarazzo & Pearlstein, 2011) to be particularly helpful in deciphering the actions precipitating and following the proposed budget cuts. My search for information regarding the EPA library

closures also turned up a number of publications by scientific watchdog groups such as The Scientific Integrity Program of the Union of Concerned Scientists and Public Employees for Environmental Responsibility (PEER). However, due to the anti-EPA bias by some of these scientific groups, I eschewed these sources in favor of library journals wherever possible.

For more recent information regarding the state of the EPA libraries, due to the paucity of scholarly literature on the subject I relied primarily on government reports and websites. It seems once the furor over the proposed library closures died down, the EPA libraries ceased to be a significant site of study for library researchers. The government sources I utilized include reports by the United States Government Accountability Office (GAO) and EPA itself on the status of the EPA libraries. I supplemented these government sources with information from scholarly journals that supported the EPA's actions with respect to reorganization of their library network. Additionally, I used the EPA National Library Network website (http://www2.epa.gov/libraries) to review current library policies and search the EPA library catalog.

Origins of the EPA Libraries

The EPA began operations in 1970 as part of a governmental reorganization plan put forth by President Richard M. Nixon following the first Earth Day celebration in April 1970. The reorganization combined 15 previously independent governmental groups under the oversight of EPA Administrator William D. Rickelshaus. The fledgling EPA inherited libraries from many of these agencies (Kadec & Watts, 1988). Given the mishmashed origins of the EPA, there was initially no central location for EPA's information (Fullerton, 1994). Information was available through a system of headquarters, regional and laboratory libraries and the library system controlled much of the agency's publications through a partnership with the National Technical

Information Service (NTIS) (Kadec & Watts, 1988). Each region developed its own library budgets and operations independent of each other (Pearlstein and Matarazzo, 2009).

In the early 1980s, the operation of the EPA libraries was contracted out to non-federal personnel, as part of an effort by the federal government to reduce personnel and outsource activities that could be better performed by the private sector. The privatization effort also designed to provide opportunities for minority owned businesses to compete for government contracts. Although it was believed the public would benefit from increased performance of the libraries, the reduced cost of equipment, salaries and benefits was a major factor in the decision to outsource the library services. Despite these early efforts to minimize costs via outsourcing, budgetary factors continued to affect EPA libraries as their collections grew and technology changed (Matarazzo & Pearlstein, 2011).

By 1990, more than 1,200 hazardous waste sites had been placed on the National Priority List (NPL) as part of the Superfund program mandated by the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) of 1980, as amended by the Superfund Amendments and Reauthorization Act (SARA) of 1986. In addition to the large volume of general scientific information generated and used by EPA, numerous documents were generated for each of the Superfund sites and the various libraries often had different methods of document control (York, 1992). The difficulties in managing the large amounts of information generated by the EPA were noted early on. Finding information often required networking amongst various EPA libraries (Fullerton, 1994). The deficiencies of the EPA library network were noted in a highly critical evaluation of EPA's records management program presented by the National Archives and Records Administration (NARA) in 1992. NARA presented 36 separate recommendations in their report. In their response to NARA, EPA classified the

recommendations into five general categories, including overall program management, creation and maintenance of records, disposition of records, categories of records, and electronic and other nontextual records. EPA acknowledged that the NARA report presented an accurate depiction of the challenges faced by the records management program and agreed with the recommendations presented by NARA. EPA committed to implementing all of the recommended changes by the end of the 1995 fiscal year (EPA, 1992).

The lack of a centralized information management system continued to present challenges to EPA library users. In 1999, GAO testified on the status of the EPA's efforts to create a central information office before a Subcommittee of the Committee on Appropriations of the U.S. Senate. GAO noted that collecting and managing the data required by EPA to implement their programs had posed a long-term problem for the agency. GAO characterized EPA's efforts to create a centralized information office as a step in the right direction, but cautioned that the process of creating a cohesive office could be time-consuming and require significant resources for successful implementation (GAO, 1999). In April 2000, the reorganization was finally formalized and Edwin Levine was installed as Chief Information Officer of the new Office of Environmental Information (Dorobek, 2000).

Despite the attempts to hold down library budgets via outsourcing and in the face of demands for better EPA library performance, the budget for the libraries continued to be reduced over time (Matarazzo & Pearlstein, 2011). Administrators placed pressure on library management to demonstrate their contributions to the agency's mission. In response, several attempts were made to justify the expense of the libraries based on their value to EPA staff and the public. The independent nature of the libraries and lack of a central budget made it tricky to quantify the expenses of maintaining the libraries. The lack of consistency in services amongst

the libraries made it hard to quantify the benefits of the libraries. Pearlstein and Matarazzo, having recently completed a review of scholarly literature in the area of corporate library management, noted that the lack of scholarly research in this area compounded the difficulties in conducting such a study. Nonetheless, EPA attempted several cost-benefit analyses of their library system (Pearlstein and Matarazzo, 2008).

In 2003, EPA commissioned a study of the library system by Stratus Consulting (EPA, 2004) to develop a business case for the EPA libraries. The report was an attempt to justify the existence of the EPA libraries in the face of reduced funding and increased availability of electronic information technologies (Keiser, 2008). The report described EPA-wide holdings of 504,000 books and reports, 3,500 journal titles, 25,000 maps, and 3,600,000 information objects on microfilm located amongst 28 libraries. These libraries included 10 serving the various regional offices, two at research centers, 12 serving various research laboratories, and four separate libraries located at EPA headquarters. The report concluded that although there were significant expenses associated with the operation of the libraries, at approximately $6.2 million annually, there existed a positive cost-to-benefit ratio conservatively estimated to range from 2:1 to 5.7:1 (EPA, 2004).

Fight to Keep EPA Libraries

Despite the strong budgetary justification put forth in EPA's 2004 report, additional and severe budgets cuts were proposed for the EPA libraries for the 2007 fiscal year. The administration of George W. Bush proposed a reduction in the EPA library budget from $2.5 million to only $500,000 (Keiser, 2008). An EPA staff workgroup presented a response to the proposed budget cuts in a report titled "EPA FY 2007 Library Plan: National Framework for the Headquarters and Regional Libraries" (2006). The report concluded that due to the budget cuts,

libraries would need to be closed and collections would have to be "responsibly dispersed" in order to keep the information accessible. Recommendations included culling duplicate copies of items, boxing and cataloging remaining materials pending digitization, and updating the library catalogs to reflect the new locations of the materials. Other recommendations included a phased closing of physical libraries, with priority given to digitization of materials from the closed libraries. It was estimated that digitization activities for the closed libraries would be complete by the end of 2007 (EPA, 2006).

Despite the uncertainty of whether the proposed cuts would actually go into effect, EPA began to dismantle their library system in 2006. The chemical properties library maintained by EPA's Office of Pollution Prevention and Toxics (OPPT) was closed in October 2006 and the contents of the library places in boxes in a basement cafeteria space (Sissell, 2006). EPA also closed the library at EPA headquarters in Washington, D.C. as well as three regional libraries in Kansas City, Kansas, Chicago, Illinois and Dallas, Texas (Swartz, 2007).

However, following initial alerts by PEER, members of the American Library Association (ALA), Special Libraries Association (SLA) and other organizations protested these closings. Following meetings between these organizations and EPA staff, it became clear that EPA had not adequately planned for the transition, with little planning or budget for digitization of the libraries' collections (Oder, 2006a). Additionally, over half of EPA's work force, including some 10,000 scientists, engineers and other technical specialists signed a letter to the U.S. Congress asking them to stop the cuts (Oder, 2006b).

By late 2006, in the face of these mounting protests, EPA had agreed to a moratorium on the closure activities while the GAO examined the library reductions. However, EPA continued to defend their decision to close the libraries, stating that "all EPA-generated documents from the

closed libraries would be online in early 2007 and the rest of 51,000 reports would be digitized within two years". However, EPA also indicated that there were no plans to digitize other non-EPA resources such as books, journals and non-EPA scientific studies that had previously been made available to EPA staff and the public via the EPA libraries (Swartz, 2007).

In February 2007, a hearing was held before the Senate Environment and Public Works Committee to discuss the EPA library closures (Berry, Fialkoff, Miller, Oder & Rogers, 2007). ALA President Leslie Burger testified about two primary concerns: (a) the loss or disposal of valuable scientific information during the library closure activities; and (b) the loss of scientist and public access to EPA information due to fewer libraries and professional library staff. Burger, on behalf of ALA, asked the Senate Committee to:

> Request EPA: a) halt all library closures; b) discuss a plan with stakeholders on how best to meet user needs and plan for the future; c) base any actions upon these users' needs; d) stop dispersing and dumping of any of their library materials immediately; e) stabilize and inventory the collections that have been put in storage; f) develop and implement a government-wide process to assist agencies designing effective digitization programs; and g) reestablish library professionals-inherently governmental library professionals. (*Oversight of recent EPA decisions*, p. 199)

EPA Administrator Stephen Jackson also testified before the committee, promising a moratorium on further library closures and dispersal and/or disposal of library holdings. However, reports indicated that these activities continued ("EPA libraries still", 2007).

Having weathered numerous criticisms regarding their library closure activities, by June 2007 EPA was in a conciliatory mode. EPA had recently hired Debbie Balsamo, a member of SLA and president of the North Carolina chapter, to help EPA untangle the mess caused by the

ill-conceived library closures. EPA sent Balsamo and Mike Flynn, the deputy director of EPA's Office of Information Analysis & Access, to SLA's Annual Conference to reach out to SLA and bring concerned librarians up to date on the EPA library activities. Flynn apologized for the lapses in communication and attributed some of the problems, such as the delay in implementation of the library closure moratorium, to the decentralized nature of the EPA. Flynn also indicated that the digitization process that had been criticized as poorly planned was on hold pending a third-party review (Ojala, 2007). To further placate the concerned parties, EPA launched a "National Dialogue on Access to Environmental Information" in December 2007. This effort had originally been recommended in EPA's 2004 report presenting a business case for the EPA libraries. The purpose of the dialogue was to solicit input regarding information needs and preferences of those who use environmental information resources (EPA, 2009). While this effort was underway, criticisms continued to roll in.

In February 2008, the EPA received two sharp rebukes regarding the library closures. The February 2008 report presenting the findings of GAO's examination of the library closings concluded the EPA's actions in closing the libraries did not properly ensure continued library services to EPA staff and the public. Additionally, a federal arbitrator ruled that the closures had violated fair labor practices and were conducted in bad faith ("Arbitrator rules against", 2008). During March 2008 testimony before a subcommittee of House of Representatives Science and Technology Committee, GAO auditors criticized EPAs ill-conceived push toward digitization and hasty closure of libraries. During her testimony before the same committee, Molly O'Neill, then the EPA's assistant administrator, said that most of the information should be accessible online and that there were redundant copies of most of the discarded documents. GAO countered

that EPA had never made an inventory of the materials that were discarded, so there was no way of knowing what information may have been lost files (GAO, 2008).

In a March 2008 report to Congress, EPA committed to maintaining a staffed library presence at headquarters and the 10 regional offices while improving EPA information practices ("The EPA libraries", 2008). The library at EPA headquarters and the three regional libraries that had been closed were reopened in late September 2008. Additionally, the holdings of the chemical properties library that had been closed were added to the holdings of the library at EPA headquarters ("EPA reopens five shuttered libraries", 2008). Although the libraries were again staffed by professional librarians, in many cases operating hours were limited to 24 hours over four days a week. Throughout this time, EPA continued to seek input during its development of a strategy to enhance access to environmental information (Albanese, 2008). The feedback obtained during the dialogue was used to develop EPA's 2009 "Information Access Strategy", in which three primary conclusions were presented: 1) users want to be able to obtain environmental information more easily; 2) users want to have information about the information source to determine whether it is relevant and appropriate for their use; and 3) users want environmental information presented in an organized and convenient manner (EPA, 2009).

Reorganization of the EPA Library Network

As part of the 2009 Information Access Strategy, EPA presented a number of recommendations to address the three conclusions derived from the national dialogue. To make environmental information easier to obtain, EPA recommended improved search tools, strengthening of their network of information specialists, and exploration of search partnerships with other federal agencies. To improve understanding and appropriate use of EPA data, they recommended increasing the transparency of EPA data and information by providing better

metadata describing the information resources, and better supporting information intermediaries, such as news media, medical professions, and other government agencies. EPA also proposed improving information organization, including: developing introductory materials on topics and issues for general use; delivering information in multiple formats, including electronic, print, telephone hotlines, public meetings, and information kiosks; organizing data into simple electronic formats that facilitate downloading of data for analytical use; and strengthening partnerships with Federal data collectors to integrate data management and compatibility. Finally, EPA recommended adopting newer web technologies such as push technologies to distribute information to users based on their personal preferences, web publishing of raw data, and increased use of collaborative technologies such as Wikis and blogs (EPA, 2009).

Despite EPA's efforts to strategize for future library improvements, GAO again admonished EPA. A September 2010 GAO report criticized EPA's 2009 Information Access Strategy as lacking a plan identifying its overall network strategy, including implementation goals and a timeline for their attainment. GAO also continued to condemn EPA's digitization efforts, which had resumed subsequent to GAO's 2008 report. GAO did recognize that EPA had reopened the closed libraries and resumed providing on-site library presence and support to EPA staff and the public at EPA headquarters and each of the regional offices, as promised in 2008. GAO also noted that EPA had hired a national library program manager in May 2007, filling a position that had been vacant since 2005 (GAO, 2010). Compared to previous GAO reports, the tone of the 2010 report was much more positive. However, GAO continued to exhort EPA to take a broader look at their information services, and develop and implement a comprehensive plan.

It appeared that the efforts to help the EPA library network emerge from their trials and tribulations of the late 2000s had paid off when the network was chosen by the Federal Library and Information Center Committee (FLICC) of the Library of Congress as the 2010 Federal Library/Information Center of the Year for large libraries (i.e., those having 11 or more employees). According to FLICC, the EPA Library Network was selected for the award based on "its leadership role in creating a collaborative community and responding to patrons' needs through innovative projects" ("FLICC Honors", 2011, p. 422). FLICC noted that collectively, EPA libraries digitized 7,500 agency publications during fiscal year 2010, increasing the electronic inventory to over 45,000 documents. Additionally, the award recognized EPA's creation of an internal live-chat program, introduction of webinar technology, and expansion of library instruction throughout the agency ("FLICC Honors", 2011).

EPA Libraries Today

The lack of recent reports regarding the EPA libraries tends to indicate that the reorganized EPA libraries are more successfully serving the needs of their users. In June 2011, under the leadership of CIO Malcolm D. Jackson, EPA presented a strategic plan for the EPA National Library Network for fiscal years 2012 through 2014. EPA presented a long-requested phased implementation plan to improve library network governance, library services, library network electronic and physical collections, and communications, outreach and training (EPA, 2011).

In 2011, Primus Solutions Inc. (Primus) was selected to provide information management services to EPA, with a five-year contract in the amount of $189 million. According to a press release, work under the contract would include:

> …managing information collections, responding to requests for information, conducting training and outreach, designing virtual information services, and providing professional services. EPA information and management centers serviced by Primus include records centers, libraries, library networks, docket centers, clearinghouses, public information centers and hotlines. (Primus, 2011, para. 4)

It remains to be seen how Primus will perform in providing information management services to EPA, and how EPA will fare in their implementation of the goals presented in their 2011 strategic plan. EPA CIO Jackson left EPA in July 2013 to take a position in the private sector. Jackson's departure left eight vacant positions in the upper administration of the EPA. To fill these positions requires the President nominate a candidate to be confirmed by the Senate (InsideEPA.com, 2013). Unfortunately, given the past issues with strategic guidance by upper level management at EPA, the leadership vacuum created by these open positions does not bode well for the future success of the EPA Library Network.

Online Resources of the EPA Library Network

According to the EPA National Library Network website (www2.epa.gov/libraries/about-epa-national-library-network), "The EPA National Library Network is composed of libraries and repositories located in the Agency's offices, research centers and specialized laboratories, as well as web-based access to electronic collections" (2013, Our Network, para. 1). Electronic collections include the holdings of the National Service Center for Environmental Publications (NSCEP), which provides online access to EPA's publications. As of January 2007, NSCEP is integrated with the National Environmental Publications Internet Site (NEPIS). EPA has conducted various user accessibility studies of their online document search interface in an effort to optimize the user experience (Stratus Consulting, 2008).

Currently, there is a comprehensive online catalog that allows users to search all EPA libraries or a subset of EPA libraries (http://cfpub.epa.gov/ols/catalog/catalog_lookup.cfm). The basic search interface allows users to search by keyword, author, title, or OCLC number, or by EPA report/call number. Users also have the options to utilize an advanced search interface, which allows users to search based on multiple criteria. In an effort to locate documents pertaining to the Lansdowne Radiation site, I bypassed the basic search function and utilized the advanced search function. Searching all EPA National Library Network libraries, I entered the following search terms: "Keyword: lansdowne AND Keyword: radi*" in order to return items containing the work Lansdowne and the term radiation or radioactive. Lo and behold, the search returned seven items, including two entries for the post remedial action report for my grandmother's house that our family had lost. One entry indicated that the report was added to the NTIS microform system in use at the time of the remediation project. According to the catalog, most EPA libraries should have microform copies of the report. The other listing indicated that paper copies of the multi-volume document are held at the EPA regional library in Philadelphia. I was not able to obtain an electronic copy of the report via either listing.

Not to be deterred, once I had used the EPA library website to confirm the title of the post remediation report, I entered the title of the document into the WorldCat online catalog provided by OCLC Online Computer Center, Inc. (www.worldcat.org). WorldCat returned 12 search results, including eight with links to electronic copies of the document. All of the links directed me to the Defense Technical Information Center website (http://dtic.mil/dtic/), where I was able to obtain electronic copies of all four volumes of the post-remediation report for the Lansdowne Radiation site. Interestingly, despite several additional attempts, I was not able to obtain copies of the report via either the EPA website or the website of the U.S. Army Corps of

Engineers who partnered with EPA to conduct the remedial efforts. Nonetheless, I was pleased to finally obtain an electronic copy of the document.

Conclusion

During the almost 45-year history of the EPA, its libraries have evolved significantly from the initial decentralized libraries of agencies combined to form the EPA. In the late 1990s, amid much criticism of the EPA library structure by library scholars, library users and the GAO, EPA reorganized their information services under a centralized Office of Environmental Information. In the mid-2000s, EPA weathered threats of drastic budget cuts and extensive library closures and reductions in service, albeit with significant pressure from library users, the GAO and Congress. Following continued criticism by GAO, EPA again reorganized their information services into an EPA National Library Network in 2011. The efforts of the EPA to create a comprehensive library network designed to meet the needs of its users were acknowledged when the EPA National Library Network was recognized by FLICC as the large federal library of the year for 2010.

The jury is still out as to whether EPA libraries have truly overcome their initial organizational and budgetary problems and settled into successful, steady-state operations. The current state of the EPA libraries would be a good site for future library research. Much scholarly literature has been generated on the information-seeking habits of scientists and engineers, as well as on library best practices. It would be interesting to evaluate the EPA National Library Network with respect to this body of literature. I had initially hoped to present such an evaluation in this term paper. However, the scope of the effort proved too large for this assignment. I am considering expanding this topic into a Master's thesis that delves more deeply into the science of the EPA libraries.

Finally, despite the efforts of EPA to digitize their holdings, I was not able to obtain via EPA's website an electronic copy of the 1990 report describing the remedial activities conducted at my grandmother's home. However, through the EPA National Library Network online catalog, I was able to identify the exact title of the document, and subsequently was able to obtain an electronic copy of the document via another source. Alas, my efforts to locate the EPA reports describing the Superfund activities at my grandmother's house turned out to be unnecessary. My mother recently flew to California to join my family for Thanksgiving, arriving just before this paper was due. Normally she checks one suitcase for her visits. This time she checked a second smaller but much heavier suitcase bearing the EPA reports. Fully recovered from her lung cancer scare, she had succeeded where I had failed earlier this year. After an hour and a half of excavation, she had located the documents at the bottom of a closet in her attic. I will be exercising my newfound library skills to ensure the safekeeping of the paper and digital copies of these reports for years to come.

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