

PEQUOT LIBRARY ASSOCIATION

STATEMENT OF PURPOSE

Pequot Library, through friendly, encouraging, professional service, strives to “teach and uplift as many as are willing to use it.”

The Library provides quality materials that reflect the needs and interests of the people of Fairfield and its vicinity.

The Library promotes books of literary merit for the enjoyment of adults and children.

The Library encourages children to develop and maintain an interest in books and reading through programs and special activities.

The Library develops, maintains and displays its special collection of historical materials, which include rare books, manuscripts, photographs and genealogical reference materials. The collection is for the use and enjoyment of the community, researchers, scholars and writers.

The Library sponsors and encourages the use of its historic building for cultural, educational and community events.

Pequot Library Association

Approved by the Board of Trustees

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2007-08

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PRESIDENT'S REPORT

November 8, 2008

To the Friends of the Pequot Library Association:

2008 has been an extraordinary year. The financial tumult that has swept the world like a tsunami has hit our community hard. Long-established firms have failed or consolidated, taking jobs with them. Home prices and retirement savings have declined precipitously to levels unimaginable a year ago. In the same year, tectonic shifts have swept across the political landscape with unprecedented potential as well as uncertainty.

In such times we draw comfort and solace from our families, community and enduring institutions. The Staff and Board of the Pequot Library are proud to report that your library has thrived as a place of stability, culture and community in these chaotic times. Despite economic distress the Library exceeded its Annual Fund goal of \$200,000 because of the support of people like you. It had strong and record-breaking years in our activity-based fundraising like the Book Sale, Golf Outing and Art Show.

These fundraising successes were due solely to the untiring efforts of a superlative staff and dedicated volunteer force. They allowed the Library to continue enriching the programs for children and adults that are described in the accompanying Executive Director's Report. They have allowed us to provide state-of-the-art display cases that have become the medium for unlocking the beauty of our rare book collection. Our fundraising success has kept the fires burning and the doors open for a community buffeted by change.

During the fiscal year, Pequot Library continued its tradition of free activities for the community like the 4th of July parade in Southport, and the delightful caroling party on the Great Lawn, which will be repeated this holiday season. The Library has organized a new group of supporters called the Pequot Contemporaries to further develop these types of programs and augment the support of the PLA.

The Board of the Library strengthened its governance over the year by passing a revised investment policy, a formal collections management program and a unanimous vote to bring together, when feasible, the Special Collections at the Library in an accessible and secure environment.

In the year ahead, the Library Staff, Board and many constituents will address ways to further Pequot's stated purpose:

Bringing Literature, Art, Music and the Humanities to our Community

In its one hundred and twenty-plus years, Pequot Library has survived two world wars, depression and demographic and technological revolutions. In that time, it has not only survived but strengthened its reputation because of the invaluable and enduring contributions it makes to our community. While certain of very little else in the coming year, I am very certain that Pequot Library will continue to thrive.

Sincerely,

R. Kelsey Biggers, Jr.
President, Board of Trustees

EXECUTIVE DIRECTOR'S REPORT

Dear Friends of Pequot Library,

It has been a year of getting stronger at Pequot Library. From programs to governance, from collaboration to collection management, Pequot Library has made great strides as it works to be the great library that our community deserves. Pequot is a place of learning and discovery and it enriches the lives of us all. It is a capstone to the civic and cultural life of the community. It is a place of continuity and tradition, where members of the community are brought together in a unique intergenerational environment. It is a place of innovation, where the latest and best library practices are identified and adopted early.

Pequot Library serves the surrounding communities as a public library. Although an independent, not-for-profit agency, it serves as a de facto branch of the Fairfield Main Library. In providing basic services, we are woven into the network that unites all three Libraries in the town, guaranteeing that everyone who uses the system has access to the best in library materials. We pride ourselves at Pequot in providing these services in a warm and welcoming way. Our staff, who fully embrace and are deeply committed to these values, goes out of its way to help our patrons and to realize our goals for the Library.

In the past year we have been hard at work strengthening all aspects of the Library to ensure that Pequot can continue to provide these services at the highest possible level both for the present and into the future. We have achieved success through the combined and coordinated effort of our Board of Trustees, our professional staff, our volunteers, and you, our members.

The staff in particular deserves to be recognized. They are behind all of our success. They are as committed to the mission of the Library as anyone. Most of them are on the front line, either serving our patrons or planning programs. Just as important is the behind-the-scenes work done by our administrative staff, Linda McCormack, Elizabeth Hanusovsky, Robin Jerrild and Bob Repko.

To all of you who have been a part of the Library this past year, my heartfelt thanks. To acknowledge your commitment and hard work, I would like to briefly survey and report on our accomplishments in four major areas: Programs, Exhibitions, Outreach to Under-served Communities and our Collection Management Initiative.

Programs

Pequot is also a regionally important cultural center. This year we have made great strides in strengthening this aspect of what the Library does. There is something going on at the Library almost every weekend across a wide spectrum of topics and for each of our diverse audiences.

Susan Ei and her assistant Victoria Konopka did an outstanding job of developing their usual assortment of incredibly creative and effective programs for children of all ages. The Children's Library's programs and activities are among the best in the area, providing children with an ideal setting for fostering a life long love of learning. These programs have become so popular, they fill up almost immediately after they are announced.

Our adult programs include the first of what we hope will be an annual event throughout Fairfield, the One Book, One Town Program that all the libraries in Fairfield planned and hosted last March. Robyn Filippone led the way in the Library's participation and in the unique contributions we made to programming supporting the engaging book by Greg Mortenson, *Three Cups of Tea: One Man's Mission to Promote Peace... One School at a Time*. When Mortenson came to town to speak about his book and his work, the town literally came together, packing the auditorium at the Ludlowe Middle School, and were challenged to look at alternate ways of engaging with the world around us.

The Library has been working collaboratively with many other cultural institutions in the region, including the Fairfield Museum and History Center, Music for Youth, the Westport Arts Center, Connecticut Audubon Society, Art/Place and Fairfield University. These collaborative efforts gave new strength to many of our programs and help weave Pequot into the cultural and institutional fabric of the region. We helped each other in achieving the shared goals of bringing literature, music, art, natural history and the humanities to the communities we jointly serve.

The entire list of programs for adults and children for the 2007-2008 fiscal year can be found in subsequent sections of this report.

Exhibits in the Perkin Gallery

This year, we added an exciting and effective new dimension to our line-up of programs at the Library - our series of monthly exhibits in the Perkin Gallery. This perfectly scaled, intimate space, with the beautifully restored fireplace as its focal point, has been the home to a dazzling variety of exhibits. Starting with Jim Wisner's exquisite ship models on display in January, we have had the following: exhibits of photographs by Kenyan orphans; photographs of Pakistan courtesy of Greg Mortenson and Topsy Post; an exhibit of Pequot Library's Bien edition of the double elephant folio *Birds of America* by James Audubon along with Connecticut Audubon's *State of the Birds*, and two exhibits by the artists at Art/Place, the Southport train station gallery that was severely damaged in a fire and left these artists without a home.

Special thanks to Enid Munroe for her help in curating a series of exhibits focused on a number of extraordinarily talented local photographers. This series was launched with a whimsical, thought-provoking exhibit in August of the work of two photographers: Miggs Burroughs and Paul Jones. The series has continued into the present fiscal year and will conclude in the Spring.

We have an equally exciting line-up of exhibits planned for this year and into next. Every one will feature selections from our Special Collections that will be on display in the two marvelous new cases we recently purchased as the final piece in the restoration of the historic portion of the building.

These cases are ideal platforms for preservation and education. They provide state-of-the-art environmental control, a three-tiered security system, and easy access, which allows senior staff members to talk about the books that are on display and turn their pages. This transforms a static display into a dynamic opportunity to share the riches of the Special Collections with an even broader audience.

Outreach to Under-served Communities and Schools

Last year we began an integrated set of outreach programs to share our resources with the broader community around us especially those in the under-served communities of Bridgeport and New Haven. This outreach effort currently consists of three elements:

- Participation in the Horizons Program at Greens Farms Academy each July.
- Free access to rich music databases, provided for our website by Alexander Street Press to teachers in the Bridgeport and New Haven schools.
- The opportunity for 250 pre-selected teachers from these under-served school districts to receive vouchers for \$100 at our July Book Sale through the Books for Teachers Program.

The Books for Teachers program is an intelligent, high impact, and meaningful use of charitable giving. All agree that education is the key for solving the problems of under-served populations. Setting standards for test scores is well and good, but without books to inform and light the lamp of curiosity in students, our teachers and students are handicapped. This program delivers those books, rewards teachers, and generates enthusiasm across the board.

Collections Management

At the heart of both the basic library services and our programs stand our collections. They consist of the adult circulating collection, the children's circulating collection, our truly remarkable genealogical collection, and, of course, our nationally important Special Collections. Over this past year we have begun a three-phase Collection Management Initiative that has strengthened these collections and our ability to care for and provide access to them properly.

Underlying the initiative were a number of new policies and procedures, developed in our Collections Committee and approved by the Board of Trustees. These include a comprehensive Collection Management Policy that for the first time encompasses all parts of our collection. We have also been working on a Genealogy Policy and a Disaster Preparedness and Mitigation Plan.

Additionally, we have developed new book purchasing procedures that guarantee that our purchase of new books each month is more wide-ranging and inclusive. Beginning this summer, at the suggestion of Robyn Swan Filippone, our Head Librarian, the entire staff along with members and patrons now participates in the process of book selection. Each staff member maintains a list of books they'd like to recommend in their areas of interest. Patron input is also solicited at the front desk and on our web site. These lists are shared at monthly meetings, where the various suggestions are discussed, and a master list is revised. This new procedure insures our multiple audiences find the books they are looking for and are challenged to read those they weren't.

Another part of this initiative is to protect and provide greater access to select parts of the Library's non-circulating collection. At the heart of the matter were the six categories of material, including the lower

tiers of Pequot Library's Special Collection, that were put in the basement for temporary storage prior to our recent renovation. They were stored in the room at the bottom of the stairs and in rooms under the historic portion of the building where humidity and temperature control are now much higher.

That material was waiting for a new home in the planned addition to the building. Unfortunately, the campaign for that building is temporarily on hold until we emerge on the other side of this deep economic crisis. In the meantime, we needed to take positive steps to help achieve those goals in the short term with the resources at hand.

We thus developed a careful collection management plan that has received approval from the Collections Committee and the Board of Trustees. The goals of the plan are to protect the entire collection, to make the various parts of our Special Collections retrievable on an item level, and to provide the space to reinstall shelving in the basement where the genealogical collection can be made available to our patrons.

The key step in all of this was to move much of that material to the New England Library Network (NELINET) Repository run by the William B. Meyer Company in Franklin, Massachusetts, where the material that used to be in our "Rare Book Room" has been safely stored in a state-of-the-art, climate controlled and secure building since before the restoration began.

As part of that move we have worked out a database management system and storage strategy whereby each item in the Special Collections that is not at the Beinecke Library at Yale will be retrievable at an item level for the many programs and exhibits we have planned and on a controlled basis for use by scholars and other Library patrons.

That work is now done, and the genealogical material has been put back up on the shelves that we have reinstalled in the basement. That material contains some important and fragile material and we have developed a protocol that will control access to the genealogical collection in order to protect it. We have installed a key-pad lock on the door at the head of the stairs. Patrons will then be allowed open access to the collections when Rod McKenzie, our part-time staff genealogist, is at the Library on Tuesdays and Saturdays. On other days, if senior staff is available, they will supervise patrons in their use of the collection. At all other times, the front desk staff will "page" the material for patrons to use in the Main Reading Room.

Through this three-tiered access plan, we can provide the level of security this collection deserves and, at the same time the access to the collection that the community needs and deserves.

As a result of this phase of our Collection Management Initiative, almost all of the genealogical material will be back up on shelves downstairs and available to an eager public. In addition, more of our nationally important Special Collections will be fully retrievable for our educational programs, exhibits, and development work from their safe haven at NELINET.

Having these non-circulating collections available in these ways means we can begin to realize our goal of integrating the Special Collections at Pequot Library into the day-to-day life of the Library. We can locate and use material for the many programs we have planned for the coming year. We can also bring appropriate material out for inclusion in each of the exhibits we have planned.

To facilitate this, I prepared a detailed introduction and guide to the Special Collections at Pequot Library that, for the first time in the Library's history, provides a comprehensive overview of the Special Collections and illustrates the various categories of subject matter it covers with specific examples from the Collection. This guide will help us plot the future not only for the Special Collections, but also for the future of the Library.

The extraordinary importance of the Special Collections distinguishes Pequot from almost every other public library in the country. Pequot Library's Special Collections are a source of pride to all the Library's supporters and they offer you, our members, a chance to be part of the stewardship of one of the finest small collections in America.

Conclusion

We are a stronger place this evening as a result of the work we did in the 2007-2008 fiscal year to strengthen our programs, exhibits, outreach to under-served communities, and collection management at the Library. These activities are at the core of all we are and all we do at the Library.

Public libraries are cornerstones of a community's culture and heritage. Pequot Library is an extraordinary example of an institution that binds the rich history of its region to a vibrant learning environment - bringing together past and future generations. As a building, its architecture is a mainstay in the unique and loved character of Southport Village. As a repository of a nationally significant collection of early Americana, history, genealogy and culture, Pequot Library provides an accessible and technologically innovative link to the best in our shared world of books.

We are stronger this year than last because of you, the members of the Pequot Library Association. We have been able to do all of this through your support. This evening as we look back at the previous year and to the challenges ahead of us in the coming year, I encourage you to continue to support the Library in this fiscal year, so that, come next November we can, once again, report that Pequot Library has made significant progress on the path to becoming the kind of library this community needs and deserves.

Respectfully submitted,

Daniel Snyder
Executive Director

LIBRARY STAFF

EXECUTIVE DIRECTOR

Daniel Snyder

HEAD LIBRARIAN

Robyn Swan Filippone

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Financial Manager

Linda McCormack

Development Associate

Elizabeth Hanusovsky

Development Assistant

Robin Jerrild

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Library Services and Front Desk Manager

Victoria Konopka

Library Services

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Martha Wallace

Genealogist

Rod MacKenzie

CHILDREN'S SERVICES

Children's Librarian

Susan Ei

Children's Librarian's Assistant

Victoria Konopka

PAGES

Caroline Cacciola

Samantha Hickey

Geena Duenges

Erin Murphy

Benjamin Engel

Sarah Wolfe

PROGRAMMING

A YEAR IN REVIEW: PROGRAMS FOR ADULTS AND CHILDREN IN 2007-08

One thing is certain: there is always something happening at Pequot Library! The 2007-08 year proved that with programs of all types for adults and children. The Library strives to broaden horizons while at the same time tightening the bonds of community. From local authors to world-renowned musicians, great art to children's story hours, rare books to books that raise our social awareness, Pequot Library does all that it can to "teach and uplift as many as are willing to use it."

The best way to find out about it all is, as you know, to become a member of the Pequot Library Association and sign up to receive our eFlyers. These brief emails alert PLA members about events at the Library, as well as provide Library news. You can also check our website, www.pequotlibrary.org, for information and links to our computer catalogue.

The following list gives you a taste of all Pequot did in 2007-08 to earn its reputation as a thriving regional cultural center.

JULY 2007

- Events:* 46th Annual Book Sale
Children: *Read Around the World*-- Summer Reading Program begins
4th of July Bike Parade, Family Heritage Recipe Contest, and Lawn Games
Know a Nutmeg Book Discussion (grades 4-6)
Wands, Witches & Wizards: A Party in Celebration of "The Boy Who Lived" (grades 2 and up)
Young Readers' Day: Kids' Book Sale Bonanza

AUGUST 2007

- Children:* Lawn Games, Picnic, Music, and a Night at the Movies

SEPTEMBER 2007

- Lectures:* Meet the Author – Franz Wisner, *Honeymoon with my Brother*
Music: Jazz to the Max, with Westport Arts Center, *Bill Charlap and Renee Rosnes*
Music for Youth, *Pirates of Penzance*

OCTOBER 2007

- Events:* 9th Annual Art Show
Lectures: Meet the Author – Michael White, *Soul Catcher*, and Gwynne Huntington Wales, *The Valley of Death*
Meet the Author – Michael Arndt and film *Little Miss Sunshine*
Music: Music for Youth, *Amstel Saxophone Quartet*
Theater: Bare Bones Theatre
Perkin Gallery Exhibits: The Connecticut Chapter of the American Institute of Architects 'People's Choice Awards'
Children: *Southport Sketch-About*, Art Show Workshop for Kids (grades 3 and up)
Family Pumpkin Fun, carving program

NOVEMBER 2007

- Events:* Annual Meeting
Lectures: Genealogy Roundtable

Meet the Author – Nathan Gonzalez, *Engaging Iran: The Rise of a Middle East Powerhouse and America's Strategic Choice*

Meet the Author – Max Wilk, *The Making of the Sound of Music*

Film Screening – *The Sound of Music*

Music:

Music for Youth Benefit, *Gleb Ivanov, pianist*

Music for Youth, *Cameron Carpenter, organ*

Theater:

Bare Bones Theatre

Children:

Fireside Tales, for Fathers and Kids (ages 3 and up)

What If You Lived in Colonial Times? (grades 2 and up)

DECEMBER 2007

Lectures:

Genealogy Roundtable

Music:

Music for Youth, *Claremont Trio*

Children:

Holiday Caroling Party & Open House

The Snow Maiden, Family Marionette Theatre

Puff Memorial

JANUARY 2008

Events:

Mid-Winter Book Sale

Lectures:

Genealogy Roundtable

Open VISIONS Forum, with Fairfield University – Joyce Carol Oates lecture and programs, featuring roundtable discussion with Fairfield AP and Honors students

Book Discussion Group – James Fenimore Cooper, *The Red Rover*

Music:

Jazz to the Max, *Broadway Songbook, Rogers & Hart: New York Songs*

Music for Youth, *Andrius Zlabys, pianist*

Perkin Gallery Exhibits:

Ship Models Exhibit, by Jim Wiser, featuring Gallery Talks with Jim Wiser and John

Hattendorf, Ernest J. King Professor of Maritime History, U.S. Naval War College,

Newport, RI, as well as a Ship Model Building Demonstration and Talk by Jim Wiser

Children:

ATKA, the Arctic Wolf Comes to Pequot

FEBRUARY 2008

Lectures:

Genealogy Roundtable

Meet the Author - Charles E. Cobb, Jr., *On the Road to Freedom: a Guided Tour of the Civil Rights Trail*

Book Discussion Group – Michael White, *Soul Catcher*

Music:

Music for Youth, *Amedeo Modigliani Quartet*

Theater:

Bare Bones Theatre

Perkin Gallery Exhibits:

Telling Our Stories, Kenya, with lecture by Ann Reeves and Charyn Atkin, *The current crisis in Kenya and its effect on AIDS orphans: What can we do?*

Children:

Families and Rare Books

Kids' Candymaking Workshop (grades 1-8)

What If You Lived During Segregation? (grades 4-7)

MARCH 2008

Events:

Beyond the Tea Party: Tea and Tradition in Central Asia (One Book, One Town)

The View from Pakistan (One Book, One Town)

Lectures:

One Book, One Town, with Fairfield Main and Woods libraries: Greg Mortenson and David Oliver Relin, *Three Cups of Tea: One Man's Mission to Promote Peace... One School at a Time*

Book Discussion Group – Khaled Hosseini, *A Thousand Splendid Suns*, and Greg Mortenson, *Three Cups of Tea* (One Book, One Town)

Meet the Author – Patricia Klindienst, *The Earth Knows My Name: Food, Culture and Sustainability in the Gardens of Ethnic America*

Genealogy Roundtable

Music:

Jazz to the Max, *Derek Smith and Warren Vache*

Music for Youth, *Astral Winds Quintet*

Theater:

Bare Bones Theatre

Perkin Gallery Exhibits:

One Book, One Town Exhibit: Photographs courtesy Greg Mortenson and Topsy Post

Children:

Dr. Seuss Rules! (ages 0-100)

Easter Egg Roll & Decorating Event (all ages)

APRIL 2008

Lectures:

Joel Oppenheimer lecture on John James Audubon and his work

Genealogy Roundtable

Meet the Author – Richard Bradley, *The Greatest Game: the Yankees, the Red Sox, and the Playoff of '78*

Music:

Jazz to the Max, *Broadway Songbook: the Songs of Johnny Mercer, Susan Terry*

Music for Youth, *Hansel and Gretel*

Theater:

Bare Bones Theatre

Perkin Gallery Exhibits:

Exhibit of Connecticut Audubon's *State of the Birds* and Pequot Library's Bien edition of the double elephant folio *Birds of America*, by John James Audubon

Children:

Explore Pequot's Rare Books (grades 3 and up)

Baseball's Negro League Lecture (grades 2 and up)

MAY 2008

Events:

Fairfield's Earth Day Celebration

Lectures:

Genealogy Roundtable

Music:

Errante/Cho Trio Benefit Concert

Perkin Gallery Exhibits:

Southport Neighbors, Part I, by Art/Place, with special thanks to Diane Pollack and Florence Zolan

Children:

Family Fly Fishing Workshop (ages 9 and up)

Senior Storytellers (grades 3 and up)

JUNE 2008

Events:

3rd Annual Golf Outing

Lectures:

Genealogy Roundtable

Perkin Gallery Exhibits:

Southport Neighbors, Part II, by Art/Place, with special thanks to Diane Pollack and Florence Zolan

Children:

Annual Family Campout & Potluck Supper with Musical Performance (all ages)

Choose your Adventure: Read! Summer Reading Program 2008 launches

Build-a-Temple Art Workshops (ages 8 and up)

ONGOING WEEKLY PROGRAMS:

Storyland Adventures (ages 0-5)

Kids Knit! (grades 4 and up)

Secret Service Tween/Teen Volunteer Program

Pequot Purls Knitting Group

Read to Belle Program for Emerging Readers

Genealogy Assistance

Catch a Classic & a Slice Family Book Club

VOLUNTEERS

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Douglas Fried

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Colin Green
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Philip Eliasoph

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Amy Curry

Jane Dean

Virginia Dean

Steve Ellis

Ruth Frantz

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3RD ANNUAL GOLF OUTING COMMITTEE

Kelsey Biggers

Ted Lahey

Bill Russell

The Library would like to thank the many other individuals, too numerous to list in this report, who have generously given their time and talents as volunteers over the past year, especially at our Annual Book Sales.

LIBRARY COLLECTION AND USE STATISTICS

NEW BOOKS ADDED

Adult	1,145
Children	835
TOTAL	1,980

TOTAL BOOK COLLECTION **127,810**

BOOK CIRCULATION

Adult	21,836
Children	17,979
TOTAL	39,815

INTERLIBRARY LOANS

Books Loaned	123
Books Borrowed	206

REFERENCE QUESTIONS **3,796**

GENEALOGY ASSISTANCE **676**

ATTENDANCE AT LIBRARY PROGRAMS **16,220**

LIBRARY VISITS **94,221**

FINANCIAL REPORT

(EXCLUDES CAPITAL CAMPAIGN ACCOUNTS)⁽¹⁾

OPERATION INCOME	2007-08	2006-07
Town and State Funds	\$375,694	\$346,436
Annual Giving Contributions	\$201,796	\$159,938
Contributions - Nonrecurring	\$52,749	\$40,927
Endowment Draw	\$170,000	\$170,000
Net Special Events	\$262,045	\$238,272
Other	\$49,091	\$27,277
TOTAL	\$1,111,374	\$982,850
OPERATING EXPENSES		
Salaries & Benefits	\$609,997	\$619,821
Books & Materials	\$66,604	\$69,372
Computer Expenses	\$43,820	\$50,399
Insurance	\$21,759	\$24,406
Printing & Publication	\$31,455	\$32,671
Utilities	\$84,773	\$77,307
Maintenance Contracts	\$29,410	\$32,628
Other	\$96,922	\$80,156
TOTAL	\$984,741	\$986,760
NET OPERATION INCOME	\$126,634	(\$3,910)
Capital Campaign Contributions ⁽²⁾	\$64,743	\$295,805
Bequests	\$209,138	\$42,365
TOTAL	\$273,881	\$338,170

⁽¹⁾Represents non-GAAP accounting of operations. Excludes capital campaign accounts. Audited statements available at Pequot Library.

⁽²⁾Cash contributions to Capital Campaign.

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IN MEMORIAM **STANLEY D. CRANE 1925-2008**

All of us at Pequot Library mourn the passing of Stanley D. Crane, 83, longtime Librarian at Pequot Library, who died Thursday, July 17, 2008.

He was the Librarian at Pequot Library for 30 years from November, 1959 until his retirement in July of 1989. In 1961, he started the Book Sale with Fred Wood which, after 48 years, is still going strong.

Mr. Crane received his Masters of Library Science degree from Columbia University in 1951. He served in Europe, Italy and North Africa during World War II and was awarded the Purple Heart. He will be remembered fondly by Library patrons and book lovers everywhere.

