

Wayne Onkst Oral History Interview Transcript

WO: Wayne Onkst - narrator

JMM: Jan Mueller – interviewer

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Location of Interview – Mary Ann Mongan Branch
Kenton County Public Library
502 Scott Boulevard
Covington, KY 41011

JMM: The following is an unrehearsed taped interview with Wayne Onkst, the Kentucky State Librarian, the Commissioner for the Kentucky Department and Archives and former Director of the Kenton County Public Library and the interview is conducted by Jan Mueller for the Kenton County Public Library at the Maryann Mongan location on Thursday April 9 and it is approximately 10:10 am and I just wanted to thank you again...

WO: My pleasure.

JMM: ...for agreeing to be interviewed...and welcome again--it's good to see you again here...

WO: Thank you.

JMM: And....would you like a copy of the questions or anything?

WO: Yeah, if or ...

JMM: I...I can run and grab some...

WO: That's ok, I don't I really don't need em...

JMM: If they're...

WO: We'll just talk...

JMM: Ok....ok...cause typically it sort of goes that way anyway...

WO: Yep...

JMM: I know you obtained your bachelors at University of Kentucky in History...

WO: Uh huh, that's correct.

JMM: And then immediately you started with your Library of Science degree also at the University of Kentucky...

WO: Yes

JMM: You obtained that in 1979...

WO: Yes...

JMM: And...then you started your career shortly thereafter here at...at Kenton County...but...and I think it's always interesting to know what draws people to the library profession. What...for you, what was your particular...after you had gotten the History degree...and that was...has obviously always been a strong interest for you...how did that transfer to your interest to the libraries and to that career path?

WO: Well you know, some kids are known as gym rats, they stay in the gym all the time...little kids...I don't know if you heard that term or not...

JMM: (laughing) Yeah...

WO: But ah, I guess I was a library rat...

JMM: (laughing)

WO: You know, I always liked to read and from the time, as long as I can remember, my parents took me to the library. I grew up in London, Kentucky, and we had a little library there, and so my parents took me there and I just loved the place and I would go out with stacks of books in my hands and read as much as I could. So, when I got to be 16 year...16, I guess they got tired of me just hanging around and put me to work...

JMM: (laughing)

WO: So as soon as I turned 16 I got a job at the library shelving books and you know that was...that was a smaller library...we thought it was a great library but it was small in today's terms and... the... the situation was that you got to do almost everything. We had a small staff and we were very close and...and I just loved that and had a great...had two great directors that I worked with there...and they...they were, you know, they allowed me to do so many things and I had such a good time that I just never really wanted to do anything else ever but work in a library.

JMM: (laughing) And that's what you've done.

WO: And that's what I've done.

JMM: And that's fortunate for us especially (laughing) here in Kenton County.

WO: It's fortunate for me.

JMM: That you came in this direction, so, we're very lucky and a little bit about your career as far as...as working here at the library—you started as the assistant head of adult services, is that correct?

WO: I saw that on the...I saw that...I don't believe...no...I...I...I believe, technically, I...it was about 6 months on the...I thought...no, I thought that I don't believe, no I believe technically I, it was about I think 6 months before I actually became...

JMM: OK.

WO: ...Assistant Head of Adult Services...I think I was hired as a Reference Librarian and they wanted...wanted to try me out. It was kind of interesting...when I...when I was hired it was...it was, you know, a very tough time...the economy was a disaster...it's kind of similar of what todays...

JMM: Exactly...

WO: You know...you remember the interest rates were horrible and lots of unemployment, and there just weren't many jobs to be found, so...I was very fortunate to apply here and...and...get the job here...but, you know...I didn't have a lot...I had the experience I had in working in my hometown library, but they took me right out of library school, so I guess they probably wanted to try me out.

JMM: (laughing)

WO: So it was about 6 months before they before they...before they gave me that title.

JMM: Still pretty...still pretty impressive...they...a short period of time, so they obviously...

WO: Yeah...

JMM: ...were pleased with everything.

WO: So...so I started...so I became Assistant Head of Adult Services and then...a few...a few years later, Mike Averdick, who was my boss, was actually Associate Director and Head of Adult Services so...so...he...he decided to just try one job and he gave me the other job so...

JMM: That's interesting. I didn't know that...that the hierarchy was such at that time.

WO: Right.

JMM: I didn't...I wasn't sure about that...and of course, you know, Ms. Mongan was here when you...when you came, and I just wondered what your initial impressions were of Ms. Mongan when you...when you began and how they sort of evolved or changed as you...through your career and as you worked more directly with her...

WO: Yeah, they...they changed dramatically. I...because, you know, when I...when I first came, of course, I didn't...I didn't work very...real closely with her when I first came. I worked some with her, but...and...and...you know...and I'm sure—as you found out—until the day that she retired, she worked the reference desk.

JMM: Yes...yeah...

WO: So...so...I did...I did work with her on occasion, but not a lot, but, of course, you know...I mean...she was the director and...and I...what I mean, she was she was the director and...and I saw her as the authority figure...that was...and...but...and I worked with her more after I became department head. I was able to attend the supervisor's meetings...and get to know her a little bit better. But then, when I became Associate Director and we really worked closely together is when we...I think...we established a really good relationship and I saw her as a...a...just a very different person...you know...warm and caring and...and such a dedicated person, so...so...is that what...I mean...so...the more I worked with her, of course, the better...the better idea I had of what kind of person she was and so...and so...yeah...so it changed...you know...you know...it changed very much over the years.

JMM: Yeah, I thought that was interesting that...that you mentioned, you know, about her working the reference desk because that's something I always heard about, you know, even just starting here and all through my career here, that she always consistently...and I remember you doing that at different points...and also, I remember seeing you at the Circulation Desk...you would always help out whenever help was needed...and I think there's a great deal to be said for that, because I think the staff enjoys having the director work with them, and then I think it's good for the patrons...it's just a nice thing when you get out in the public...she said that she really enjoyed that.

WO: Yeah, she said that example for all of us, so...

JMM: I think that's an excellent example. And...maybe I'll take a drink too while we're going along. And there's...I think...the hierarchy that was in place by the time...you just sort of explained...it was ...it was...the...Mike Averdick...and then, you assumed the...you were the assistant or...you became the Head of Adult Services, not the assistant.

WO: Yeah, I was...I think...well, about...I think it was maybe 6 months, maybe a year, I don't recall but...

JMM: OK.

WO: ...they promoted me to Assistant Head of Adult Services, and then...and gave me the first supervisory experience I ever...I got...so I...I managed the shelvers and maybe a couple other people...and then, after a few years, he devoted all his time to being Associate Director so I...so I became the head of the Adult Services Department

JMM: And that's one of the things I didn't include in here but it made me think about...you know... the...that Ms. Mongan...saying that, I guess, the working with...with the different...in the managerial aspect...and always...always, sort of, beginning at that...she started as the Head Librarian at...at Newport and then the Head Librarian at Covington and then, of course, the...being the Director when the system...when the county...county system was formed...and

she really...said she really enjoyed the management aspect of it and thought it was more rewarding. Was it more, was it the same for you, was it something that you seemed to have...I mean, obviously, you seem to have a great gift for it and an affinity to it...was it something that...that you sort of felt a calling toward, or was it just the way the career sort of...your career path sort of wound down...

WO: Yeah...I mean...I think...I think it just evolved. I...you know...I think in...in every job I've had at the library and that...that...that includes shelving...shelving job when I was...when I was a teenager...Yeah, I found...I found every single one of those jobs rewarding...and...and I think it's... you know...working...working in a library, you have the opportunity to...to help people...you know... serve...and so, I think whatever job you have in the library you have that...you have that opportunity...and so...I...you know...I didn't necessarily aspire to be a Library Director, that's not...and I never...when I came here, I never anticipated that, I never expected that...and in...in some ways, I think, you know, I'm still...I'm still...I'm not comfortable in some of the decisions you have to make...

JMM: Yeah, it's difficult.

WO: Yeah...yeah...I don't like making some of those decisions, but...you know...it is just the way it evolved and you take advantage of those opportunities because, I guess, you know, you have the opportunity to serve in whatever you have, and I think that's very rewarding and I'd be very happy with that...but as an administrator, you know, you have the opportunity to...to...you know...set policies and set direction, so you have...you have the ability to have so much...so much more influence in certain ways. So...so I guess that's the reason that it...that being a Director appealed to me and I think that's the thing that's true of Miss Mongan...you know...she could...I mean...she served people working on the Reference Desk, and she enjoyed doing that... and I think that was important to her, but as the Director of the Library, you know...and we have a pretty big system and, I think, a really good system, and you have the ability to...to have so much more influence in what the library's doing and how it's doing it.

JMM: To set the tone of...

WO: Yeah.

JMM: ...of...

WO: Yeah.

JMM: ...of the service base...and sort of influence some of the culture, I suppose...

WO: Yeah, yeah...

JMM: ...of the library.

WO: Yeah.

JMM: That was something I was curious about, too, because of the...that's a big thing and I had mentioned that in...in my questions and I'm taking a management class now which has really complemented this aspect of this, I didn't anticipate that, but so many things I've studied there have helped me get a grasp of things I wanted to ask Ms. Mongan and yourself about the aspect of management...and lately, the literature and the trends seem to be going towards this...a flatter hierarchical structure and so on...so I was wondering how you perceived the...the structure...the hierarchy to be when you...when you first began and how it evolved and changed as you took over the helm and...

WO: You know...and...I...I think ours has been pretty flat all through the years...yeah...the...but the complicating factor is that the library's grown so much...from the...even from the time I started, even, and certainly from the time Miss Mongan started...you know...the...the library's just grown by leaps and bounds. If you look at...you go back and look at the statistics from 1979 when I started, as to how large the staff was and what the size of our budget was, it's miniscule compared to what it is now, so, as the state gets so much bigger, then you got to put in some different layers...but I think generally its...its pretty flat...you know...when we...I mean, the meeting she had with supervisors, there were a lot of people

around the table, and I think she did include, you know, almost everybody, almost every manager in the decisions that were made. So I...I think it was pretty flat. Yeah...I...I mean...you know...I mean...I think...and some people might disagree with that...but...

JMM: (Laughing)

WO: ...but I think...I think it was and I think...I think we had access to her. I think she...she invited or encouraged it, I think...I mean I always felt like I could go in and talk to her about anything I wanted to and...and so I think that's...that's the way it was.

JMM: Is that something that...that you try to consciously carry on when...when you...

WO: Absolutely.

JMM: ...began....

WO: Absolutely, absolutely. You know, we're not...we are not so big that...that people should not have access to the Director here...and, you know, that door needs to be open and people need to come in when they want to...when they feel like they need to, and...and I think that's essential in an organization this size.

JMM: I agree and I commend you for it too. I...I felt that way, too, and have. And I do now.

WO: Well, I think it makes all the difference in the world for the...for the atmosphere...

JMM: Yeah...it does.

WO: How people feel about their work, and so, I think it's really important.

JMM: Having someone be visible...

WO: Yeah

JMM: Having the door always be open, I think that's...that's very...very important.

WO: Yeah.

JMM: And I...I though...I...I...I didn't have the opportunity to Mike Averdick, but I see him quite frequently up in the History area, and I know that after his retirement, you became the Adult Services or Associate Director I should say and were there things that you gained from working with Mr. Averdick that...that helped with that transition...that aspect of your career?

WO: Absolutely. I'm glad you asked me that. I was going to say something if you hadn't. You know, all the jobs I've had I've been very fortunate about having really great bosses...and here, I have...I had two of the most wonderful bosses anybody could ever have. You know, Mike...Mike actually hired me, Mike Averdick—and Ms. Mongan allowed him to hire who he wanted to...which is...which is...I think, to her...to her credit...and you know...he came here, of course he'd been here 5 or 6 years before I got here...but he was the perfect hire—when she made...when she hired him, she made the perfect hire, because...you know...he was a local boy...you know...a hometown boy...a lot of connections...he knew the history of the place...he had a vision of what this library could be...And so...you know...the local history collection is here because of him...

JMM: Yeah.

WO: ...and, you know, so many and...and he had wonderful customer service skills...he wanted to make sure we gave...we gave great customer service and I think...I think the library here does give great customer service. I give him credit for that...that was his...that was what he always wanted to do...he stressed it, he demanded it. And so, he was a...I mean...he was a wonderful boss and a wonderful mentor...and...you know...I learned so much from him...and so many of the things we do here now are because of things, because of him. And...she...you know...Miss Mongan would allow him to...to really create, I think the...the service here in Covington. He

came...you know...he came just before this building opened, I believe, or about the time this building opened and, you know, and that was a big transition for the library to move from the Car—from the Carnegie to here.

JMM: Yeah, yeah.

WO: Which was a huge transition...you know...and that...I mean...and that...that brought us from a city library to a modern county library, you know, and so it was...it was...I guess that was one of those points where—perfect timing. The library had new resources, had the new building and the additional funds that the county system provided, larger staff. And he was able to—he was able to...you know... to establish the service, from scratch, basically. And so....yeah...so I...I give him all the credit in the world. He was great and...and a lot of things, you know, whatever success I have I probably...I owe to him and to Ms. Mongan...so...he was...he was...he was wonderful.

JMM: That says a lot.

WO: Yeah.

JMM: I think that...I think that's important to note that about a place—knowing that...that...has continued, you know...it was that way when you were here and it's something that's a part of the culture, it's sort of an ingrained part of the culture.

WO: Yeah...so I...I...yeah...well...and I can't...I can't take credit for all...for all...(sighs)...for very much of that...I mean, it was in place when I came here...and...and...and I'm sure we'll get to that in just a minute, but...he...you know...he was...he was...fantastic.

JMM: That's good.

WO: The library owes a lot him.

JMM: Just making sure this is working....I always check it...about mid-way through...

WO: Good.

JMM: Or...not mid-way through, but...of course, now going on to the...to Ms. Mongan's retirement...

WO: Mm-hmm, mm-hmm.

JMM: ...and when you were named her successor and that was...what experiences or insights that you gained when working with Ms. Mongan that helped you to assimilate those responsibilities and bring the library forward as well...as...as...you sort of take over the...you know... take over the...hold the torch and carry it on, because its been such a highly thought of and successful library system and its continued...largely due to the strong management that we've had as well as the staff.

WO: Well, when...when Mike retired, you know...I mean...I was very fortunate to have Ms. Mongan recommend me for his job...and she...she...like...like...him, she was great, and she allowed me to do so many things and she was wonderful to work with...and it was at that point that I really got to know her, you know, much better. We worked so closely together...and, at that point in her career, she knew that she was going...that she was going to retire...and she was, you know...and so she groomed me to be her successor, which I...which I appreciated very much. And...you know, she allowed me...she allowed me to everything I asked...the one...the one thing I...I worked really closely with her on was the budget. She was...and...Ms. Mongan always...I think...one of her great...one of her many strengths...but her...maybe her greatest strength was her fiscal management. And she squeezed every penny...

JMM: (chuckling)

WO: And she saved...and that...and she had...she had a scheme...I mean, she had a scheme for devising the budget...yeah, and that was before Excel spreadsheets also...

JMM: (laughing) Exactly...that's pretty...that's pretty incredible to have that kind of...of savvy!

WO: Yeah...

JMM: That's not something they can really...they don't teach that in library school...

WO: No, absolutely not. And she...that...she had...so, the first year that I was Associate Director, she sat down with me and we went over the budget...and we did it line by line...and she left me with the formulas that she used, which I used as long as I was director here...and...I...a few...I...the meeting we had a few minutes ago...I sat down with Dave, and we were looking at those same formulas.

JMM: (laughing)

WO: So he's using them too, which is great, but...

JMM: That's quite a legacy.

WO: But...anyway...you know...so she...but she'd set down...and she was so...so patient...so...and when, you know, when she explained to me why she did what she did...and we didn't always agree...and...I mean...and we never...but...she never...I never ever...have ever, to this day even, heard her raise her voice...she's not that kind of person...and, but you know...but we would have...we would have some disagreements, and...and...but still, you know, I have...I have all the respect in the world for her...and we...we both knew that what was said in her office stayed in her office...and so we did not...we had no public disagreements...that was not, you know...once...once the decision was made then, once we left that office, we were together...and she deferred to me, probably way too many times, when she really shouldn't have...but she allowed me, I mean, you know, she was just wonderful to work with...and...and we kind of divided up the job...and...and she...but she...but she...yeah, she just taught me so many things...and...I guess...among...among everything else, was...you

know...her patience and her understanding...and she listened...she would always listen, and she would definitely change her mind. She was not the kind of person who was stubborn...or she would...you know...have to feel that she had to have her way...we could still talk about things...and there were times...I know that she changed her mind after we had discussed things. And...so...so yeah...I...and...and to, you know, she wasn't...wasn't perfect, and I think I could...things, maybe I could see that...well...that I would do a little differently...and so...so I think I learned both from her...from her successes, and from her...from her mistakes...and then she taught me...I think she taught me how to treat people...and

JMM: That's so important...

WO: Yeah...yeah...but...but she would...and then she...you know, as...I...I knew she was going to retire...I mean...I mean, event—obviously...eventually...she'd been around a long time...once you've been around 40 years... (undecipherable)...you know that its getting close...

JMM: Yeah, yeah...

WO: But, you know, even from the day I started, I really dreaded her retiring...I really did. And when she...when she told me she was going to retire...and...you know, and...she...and she didn't want to...I mean, I hope I'm not betraying any confidence...

JMM: No...

WO: But...she didn't want to retire...and...nobody was forcing her to...I mean, this was her decision...the Board loved her...I mean, the Board actually loved her, so there was no...there was nothing between her and the Board...and, I know the Board hated to see her go, but...but when...she...you know, she didn't want...she didn't want to retire, but she felt like it was time, and so...when she sat down and...she sat down and told me she that was going to retire...which I...I hated...and at that point, I didn't know...whether I was...whether I was going to get the job or not...you know, I didn't know what...what direction the Board was going to take...and...and she told me she was going to recommend that...the Board hire me...but...you know, she

said...and she...and she told me...she said I...I have absolutely no regrets...you know, I've been here...forty...forty-one years, or whatever it was, and she said I have...I have absolutely no regrets...except...and the only thing—I wish we had been able to work longer together...

JMM: Ohhh...

WO: And I...I...I absolutely felt the same way, but I...I was really thrilled that she...that she...that she felt that way.

JMM: Yeah.

WO: Because she was...she...I really did enjoy working with her, and I think those people that didn't work closely together maybe didn't understand her.

JMM: Right.

WO: And...but...but...but I did, I got...I got to see the real Ms. Mongan...

JMM: (laughing)

WO: And she was...I mean, she was great...and...a great person to work with and work for...and she really cared about this library...and...so, anyway...I would have...I would have loved to work with her longer...and...I...saw...I thought your question may be coming up, is how did you feel that last day...

JMM: Yes...

WO: And...but...although...I will say that by the t--...I think it was a very tough decision for her, but financially, it was the right decision...and I think she felt...she felt like it was time...and...

JMM: She felt she had somebody she could...trust with...

WO: Well...

JMM: She said that specifically...that she felt that...

WO: Well...I...

(25:36)

JMM: ...you know...you were...she...she had somebody that was going to take over...and...and handle things...you know...in...in...the way that she had hoped...you know...leaving...you know...leaving...she was leaving the library in very capable, good, qualified hands.

WO: Well, I feel good about that...I...and...but, you know, she...and I think once she made the decision she felt...I think...after you...after you make that decision, it gets easier.

JMM: Exactly.

WO: So I think she was...I think by the time that she actually left, she was ready to go. But...it was...it was a very odd situation...it was very odd...it was odd for me...that last day she was here. Of course, we had a big party...where you here...where you here then?

JMM: No.

WO: We had a big party for her...closed the library...and...and actually, we had...we had a big celebration, a public celebration...prior to that...and the last day she was here, we had a big celebration...and...and we had a limo come to take...to take her home, which was really neat. But, it was...it was the oddest feeling when...when...when she walked...when we walked out the last time...and she got in that limo...it was like, well OK, what do I do now? (laughing)

JMM: (laughing)

WO: So...it was very odd...but it was...I app...I appreciated her very much...and then...and she was...she was very careful...she didn't interfere...and you know, I'd try...I'd talk to her regularly, but...but she pretty much kept hands off. She said that she wanted to stay out...stay out of my way...so...and she certainly did. But...

JMM: It takes a big person to be able to do that...

WO: Oh!

JMM: ...after all that time

WO: Yeah....yeah...

JMM: Because she obviously...it says a great deal about you....that she...I think she felt...

WO: Yeah...

JMM: And that's not something she really discussed in great detail...and....she was very...as I said—somewhat reserved, and so it was...I was wanting to...sort of glean her reactions...of course... like...the pictures...I just have these...and these are actually just from our...our index...and...you know, some of them are actually from the Post archives...and I just made copies of them...(showing photographs to Wayne)

WO: Mm hmm...

JMM: ...and there you two are when...(unintelligible) (laughing)....

WO: Yeah...

JMM: She just seems...just, you know, very joyous and celebratory...

WO: She was... I think...I think at that point she was....she...she...

JMM: Apparently!

WO: I think she...she was just...well, at first, she told us that she didn't want to do anything for her retirement...absolutely nothing, and I...and I said...we...that's not going to happen...you cannot do that...

JMM: (laughing)

WO: ...that's just...I...I said...you owe this to the staff (laughing)

JMM: (laughing) Definitely...they can't let you go without...

WO: ...but she was...she was very uncomfortable with the attention...always...

JMM: That's what I gathered.

WO: Yeah...yeah...and...but...but yeah, she did...she did have a good time...

JMM: (laughing)

WO: And that's where we're on the street, ready to go (referring to picture)...

JMM: (laughing)

WO: And you know...I think at that point, she was...you know...she was...she was...I think she was ready for it...you know, like after you've made the decision...

JMM: Yeah...after...you know...the wait is off then (garbled)...you know that you've made the decision...and your...you've...you've settled with that...

WO: Mm hmm...

JMM: ...and now she was moving toward another part of her life...

WO: But yeah...she really...I mean...you know, it was...it was a lot of fun... and she certainly deserved everything...anything we could possibly do for her.

JMM: And she was completely surprised that the library was going to be renamed...for her...

WO: Yes...

JMM: That's something that she really...you know...and I...I had a quote about that...that she was just...just totally taken aback by it, and didn't expect it all...and...I think it was a great honor. Its something that I think she greatly appreciated...

WO: Oh yeah...it was well...well-deserved...

JMM: ...something that she definitely didn't expect...

WO: Yeah...it was well-deserved. But yeah, those are nice pictures...they bring back good memories.

JMM: (laughing)...the Post has their little cut-line information still...still on there...

WO: Mm-hmmm...that's...that's a great picture, isn't it?

JMM: (laughing) There were...I brought along...some along for her, too, because I thought she would enjoy seeing them...

WO: She enjoyed them.

JMM: Yeah...she seemed to...she seemed to enjoy seeing them...

WO: Yes...she's...but she...you know, I'm sure she...she...she enjoyed the job so much she would have liked to stay on, but I think she just felt like it was time...

JMM: Time to...(undecipherable)

WO: And...yeah, but...

JMM: (laughing)

WO: ...anyway...

JMM: (laughing) I thought that was interesting...

WO: That was very interesting...yeah...

JMM: And...because we talked about her...feeling good about...about...you know...she thought you were very dedicated to getting information to people and going to any lengths to get it...she said...that's what the job takes...and she had said that in April of '99, before her retirement, so...she admired your dedication...your...your tenacity in helping...helping...information...people get to information...connecting people with information...and reading...and...and books...and making all of these things accessible to all the different age groups in the community...and I was wondering if...you...were...do you feel that those were traits that Ms. Mongan cultivated in herself as well as...as those around her, as far as either her immediate managerial staff or the...the staff at large at the library.

WO: Yeah. Oh yeah, I think so...yeah...yeah...definitely. She was...I mean...I think...I think the fact that she did serve...that she sat on the Reference Desk...many, many days...almost every day, maybe...I...I don't recall exactly...I mean, a lot of days, she was out on the Reference Desk...and...and she had that desire to...to help people, and to...and to keep that

connection, so it was obvious that there was a commitment there...to...to provide service...and I...and I think that was an example for all of us.

JMM: That's...I think that's impressive...still...

WO: Yeah...yeah...and she...and you know, she...she...different services, you know, she...she was always supp...very supportive of outreach services...and the...the one area that we haven't talked about, that I, you know...she...she directed the library from...from the mid-fifties....

JMM: Right...

WO: ...to...to almost 2000...huge changes...huge change in libraries over that time...

JMM: Yeah...sweeping...

WO: Yeah...and...and, yet...if...if you just look of the growth of the library from that time, its incred...it's totally incredible... and so, I think it took a very special person to manage the library through all that. And, surprisingly enough...I think...and...you know...and the buildings that we have are incredible...and she deserves a lot of credit for the buildings that we...the nice building we have in Covington and Erlanger...and...but the one area where I think she deserves the most credit is in technology. You know, because, I mean...she...she always promoted technology. There was a time...like in the late eight...late 1980s and early 1990s, before we had an automated system...

JMM: Yeah...

WO: ...and she...you know, it was...there...now that took...automating this library system took a lot of money...at that point....

JMM: Definitely...

WO: ...especially, we didn't have that much money...The Board...actually, it wasn't until about, 1990...I think 1995 or 6 that the Library Board actually increased out tax rate, by about 25%, and got us to a point where we could...we could do the expansion that we were able to do...in 2000...and since...build these...build our two big buildings...and do all the things we could do, but, before that, before 1995, we really didn't have a lot of financial resources...I mean it was...it was pretty tight...its always tight. And I guess that's one of the reasons it was so important Ms. Mongan managed the funds so carefully and so closely, and she did...I mean, you know, she kept...she always...always managed to do what we needed and then save some money...which I enjoyed spending.

JMM: (laughing)

WO: She saved, and I spent...

JMM: (laughing)

WO: But...but anyway, up until about 1995, I mean, the finances really weren't goo...and it was at that point that the Board really took action...and...and got us in good shape, but funds were very lean up to that point...and, you know, we had a number of priorities in this county in the early 90s. But...see, there were a number of different directions we could have gone with what little money we had...decisions had to be made—and she made the decision that we had to automate. That was her decision.

JMM: Excellent!

WO: You know...and...plus....(unintelligible)...put a branch in Independence...which we need to do, but...but...you know...and...and there was a lot...we could have added a lot of staff or we could have done this or done that...but she made the decision that we had to automate .

JMM: A wise decision...

WO: And it...it was...but looking back on it ...but, at that time, it was like...well, you know, I mean...is that really...and we had a lot of discussion here. It was like...is that how we want to spend...it that how we should spend our money?

(34:41)

JMM: Was that the priority...what...how to organize all those priorities.

WO: Yeah...and we had very heated meetings in there in the management...in our management team about you know how...how to...whether or not that was a good investment. Because, you know, at that point, it was...I mean, it was hard to see what the benefits were. It was hard to see that. We... we... we were...one of the first...

JMM: Yes.

WO: And... you know, since, nobody, nobody around here had automated, nobody....and you know, you say, well, you know, we'll be....well, so what? You know...you can send out overdues faster...or, you know, you'll keep some better control of the collection, what's the big deal? Wouldn't it be...would that be better...or...would it be better to build this new branch out here, where we can really serve more people? And you know, that was really hard for some people to see.

JMM: I can imagine.

WO: But...she was...she was...firm, and she made the decision, and she stuck to it...and I think that was...I think that was the key decision...I think it was really important for the future. And I think we're still benefitting from it. Had she not done it, then...you know...I don't know when we would have done it....and...uh...but....

JMM: It was a critical point when she decided...and you were sort of ahead of...you mentioned, ahead of the curve here...

WO: Yeah...

JMM: And you really couldn't...

WO:we did....well.....

JMM: ...see what was going to happen, so...

WO:and then...then...once...once we did it, it was obvious to everybody why...you know...it was like, well...well yeah...you know....

JMM: (laughing)

WO: And that changes the way you do business.

JMM: It was all new...it was just so new...

WO: Yeah...

JMM: And nobody could see down the road what was going to happen...

WO: No...

JMM: ...in terms of traffic...

WO: No...no...in terms of the Internet...we didn't foresee the Internet...that people would...people would be able to use the catalog in their homes...you know...I mean...there was...there was so many benefits...and...but...I...I...get...I think...when I think about what she...of all the things she has done...that would...that's the thing that really made the difference

for us. And that was a tough decision and she...there was a lot of opposition there...and...and...people didn't like it, and, you know, she got a lot of flack for it, but...

JMM: She stuck to her guns...

WO: Yea...but she did it, yeah. And....you know...and...and the thing...thing was that she was of the generation that you would think wouldn't do that.

JMM: Exactly! I think that's why I'm so impressed by her...

WO: Yeah...yeah...

JMM:for so many reasons...and that definitely, really impressed me.

WO: Yeah.

JMM: She just was a progressive thinker...and I...I thought...

WO: Yeah...and...and she does...she doesn't give you that impression...she wouldn't give you that impression...but she...she was...so, anyway...I may have got off a little bit....

JMM: No, no, not at all. I think that's an important thing...I...actually, I hope that's something that comes out of this...for people like myself who actually didn't get to work directly with her...or for members of the public who don't know who...who is Mary Ann Mongan? You know...this branch is named...obviously, for a person...

WO: Mmm-hmm...

JMM: ...but who is she and what were her contributions...and...I think its going to say so much about her as a person...and add some elements or layers there, to the type of person that she is, and was, as a manager and as a librarian...so I think, hopefully...that'll be...

WO: Yeah...but she laid the foundation for the technology that we have.

JMM: And its good that you pointed that out because I was going to bring that up later...and that...that she claimed...what she saw to be her most significant accomplishment was the...her involvement in the petition drive...and bringing the district library...

WO: Well...yeah...

JMM: into being...more or less...

WO: Yeah...and that's probably true. But of course, that was before I was here, so I didn't...I didn't see that. I was not involved in that. But she...yeah, I imagine she should know.

JMM: I'm glad that you pointed that out...because its...its something that she'd mentioned and we...and we talked about technology and about her views, but...having...hearing your perception of it adds a great deal.

WO: Yeah, she played...played a huge, huge role in that...

JMM: That helps tremendously...because that's not something that I had thought to directly ask...

WO: Yeah...

JMM: ...and...I think...you probably...you probably already answered this about the...I had a question about management...about whether or not management can really be taught...and really learned...it seems like its better learned through experience...and it seems like, you know, you've answered that a great deal as far as your experiences...

WO: Yeah...but I...I...I would add that I think a key part of that can't be taught—and that's compassion. You know...and I think...she...she certainly was a very compassionate person—

she cared about people...and she was...she was reserved somewhat...she didn't always show...she didn't show a lot of emotion...but...you know as...as I got to know her and work with her, it was very clear that she was very compassionate. She cared about people, and...and...which...you know...which I think is a key part of management...that...that you can't...it's not something you teach...it's something that you...that you...that you just have...

JMM: That's true...that's true.... and it is...managing people...

WO: Yeah...

JMM:...such a big...you know...a big aspect of that. And you discussed already...um...we actually covered some things, you know, and I just wanted to go with things as we went...

WO: OK.

JMM:...and...you had said that you...I had talked about the management styles...and how they differed...as far as yours and Miss Mongan's...and you had more or less covered that.....and...and they were very similar in a sense...and there...were there any things that you were....because I know that the staff...how did the staff adjust to the change? I think that sometimes...it's...as you mentioned, you felt somewhat disconcerted after her leaving...and...you're here to take charge...and then...and the staff sometimes feels...not that they...they have complete confidence in you—they do, and...but there's always...you know...when there's a change in management area, there's a change in a political office or something like that, people are always a little unsettled at first until things settle into a more comfortable pattern. How do you think the staff adjusted to the change?

WO: Well...that's...that's hard for me to say...I...I think they adjusted well...this staff is extremely supportive...and part of it, I think, is because I've been around so long...they were comfortable with me...they knew me...and then I'd had the two years working with Miss Mongan...

JMM: Right...

WO:and so...I think...I think...I think I was...I think they were comfortable...and...you know, had somebody come in new...they might have been a little...a little concerned, but...yeah... the staff here was very, very supportive...and I couldn't have asked...asked for anymore support from them...but...back to management...it's really interesting...as I told you that...you know...that Mike and Miss Mongan were just the most wonderful bosses...I could not have asked for more wonderful bosses and mentors. They were so very different...you know...Mike was fire, and spirit, and passion...

JMM: (laughing)

WO: ...and...you know...Miss Mongan was just...kind...kind of the opposite...you know...so...so...what...what I wanted to do was to, you know, try to...try to get the best of both.

JMM: Right...a good blend...

WO: Try to...yeah...yeah...and...because they were both...they were both wonderful in their own ways...and what I would really have liked to have done was to try to get the best of both...and...you know...and hopefully...I achieved some of that...but anyway...they both...they both had...you know...they both allowed their employees to do their jobs...you know...neither one of them micromanaged at all...and...I'm sure that, for both of them, I had goofy...some goofy ideas that they knew wouldn't work but they let me do them anyway...

JMM: (laughing quietly)

WO: ...or things I wanted to do...they...they let me do whatever I wanted to do, basically. I don't ever...I don't...I cannot remember either one of them telling me no...I don't remember either one...you know...if we had...if we had disagreements than they would...we...we would talk it through...both of them...we would talk it through and come to a conclusion...and...I

think...I think we had enough respect...I had enough respect for them that...that...I understood...you know...their ideas...and we were...we came to a conclusion together.

JMM: That's so important, though...

WO: Yeah...well...it's their...it's to their credit...you know...I'm sure that I...when I came here, I was pretty green...pretty young...(unintelligible)...inexperienced...but Mike was wonderful...let me do what ...what I wanted to do, and he let me make mistakes and let me learn...but...but he let me have a lot of fun, too. And Miss Mongan did the same thing. So I...so...while...while they were very different, they were still...they were similar, too, in many ways.

JMM: OK. It's interesting...in their approach to management, anyway, they...they were similar...and I think that's so important...that...not...micro...micromanaging and allowing people to develop and...and grow and learn from mistakes. I think that's a critical aspect of management...

WO: Oh yeah...

JMM: ...it says so much about...the...the confidence...and...of the manage...the management...in allowing staff to...I think it empowers staff members...and gives them some sense of job ownership—and then you can do almost any...you feel you can do almost anything if you've got supportive managers.

WO: Yeah...and you're not afraid to make mistakes. You know, I knew if I made a mistake, they were...they're not going to yell at me, they're not going to get mad at me, we're going to learn from it and...and they would help me clean up the mess! (laughing)

JMM: (laughing)

WO: ...and then we would move on to something else. But, you know, they were...they were...they were such great examples. They just allowed us to do what we needed to do. And I think...I think that shows in what the library's doing today.

JMM: I think so.

WO: So...anyway.

JMM: A precedent that's been...been set and sort of carried on, so...

WO: Yeah...yeah...and I think...hopefully...and, you know, Dave's in the same mold...you know...Dave worked here long enough that he saw them, and worked with them...and...and I think he...they modeled for him how to be a good director...and...and...you know...Mike was never...never had that opportunity, but he would have been a wonderful director, too....just...

JMM: He still cares passionately about it, too. I know...

WO: Oh yeah.

JMM: ...when he does come in he will...he will always ask about things that are going on...and...always...you know...willing to lend his...his...you know...information...or he...he...whatever experiences that he had that could shed light on whatever aspect of...of the collection...or...like the art collection...that's something that I've talked to him about since it's a strong interest of mine...and so...its just...its nice that...says a lot for this facility and for this organization that people keep coming back even after they're not employed here...they still come back and reconnect with everyone, and there's a...and...I don't know...I think its an impressive thing...really....

WO: Yeah, oh yeah...I agree.

JMM: It draws people here—people are here and they want...they want to stay.

WO: Yeah...I agree...

JMM: That's excellent...and you have addressed, really, the mentoring aspect of it, as well, as...far as...as Miss Mongan...you know, because I had a quote...that...I had asked whether she thought she was a mentoring influence on you, and she said, "Well, it was obvious he was going a good job on this, which made it easier for me to retire," she said. "In fact, I guess that was a deciding factor...that there was somebody that could take over that I thought would do an excellent job...actually much better than I ever could have." That was her quote about...about...about you...

WO: Yeah...that was very gracious, but...

JMM: (laughing)...very high praise for you, indeed!

WO: Yeah...nobody...nobody like her.

JMM: And so she ment...was a mentoring influence to you...and that's something...do you feel you carried that on in...during your directorship, as a mentoring influence?

WO: Uh, well, you know, not as much. I...I...I guess...well, at first, I do want to say that, you know, she...she made my job very easy because, you know, I took over a sit--...a perfect situation, you know, the library was strong and had a lot of resources and a great staff, and...it was just a great situation...it would...I would...so, anyway, so she...her work made anything I did possible (unintelligible)...but, you know...and that's part of what...and that's one area where I...I didn't do as good a job, and that's mentoring. And...for one thing, you know, I mean, I...I really didn't expect to leave when I did...it came up kind of sudden...and so, I prob--...you know, in hindsight, I probably should have done more to develop succession plans. Although it worked out very well—Dave's great...and Dave hap--Dave happened to be there, but, it wasn't...it wasn't anything that I had planned or done to get him ready. And so, I guess that's

one area where I...where...where I didn't do, maybe, the job I should have done in mentoring somebody like she did, but...you know...that's...

JMM: You never know what...as you said...you never know...your career took a...a really wonderful direction!

WO: A different turn...

JMM: A different turn, but, um...

WO: Yeah...yeah...

JMM: ...you didn't...you can't anticipate those things...

WO: Yeah, I really didn't anticipate it, so I...so...and that's something, really though, that I guess, any manager should do is—especially the director of an organization—is be prepared, because you never know what might happen, so...but anyway...I think it worked out very well...

JMM: It has.

WO: ...so I'll take consolation in that.

JMM: It has...its been...its been great (laughing)

WO: But she did teach me how to...how to mentor...and she...she set a great example. The fact that I didn't do it was not because she didn't show me how! (laughing)

JMM: Well, I think there were just other...you know...other circumstances, definitely!

WO: Yeah...yeah (laughing)...because...she... he sat down and whatever she did for two years, basically, she involved me, and let me in on, and took my hand and held it—while we did it. And the fact is, the last year, pretty much, she took the back...like when we did the budget. The first year, she sat down and she did it, and I sat by her side and watched her do it, and she gave me notes...I took notes. And the second year we did it, she said, OK—I'm going to sit where you were last year and you're going to do it and I'm going to watch!

JMM: (laughing) What a great way to...to hand off that kind of responsibility...I mean, that's a huge responsibility.

WO: It was...it was...I was grate--...very grateful.

JMM: That's...that's a fantastic thing, really.

WO: Yeah.

JMM: (laughing)...Because...a daunting responsibility, especially in any type of...its...in any large organization...in...in...really regardless of the economic climate, it's still a huge challenge. But then when you have, you know, worsening economic environments, like now and before...its...its just... its tough, so...

WO: Yeah.

JMM: It's definitely not something you want to go at with--...without some kind of previous indoctrination, or some kind of experience...

WO: Right.

JMM: And that was one of the things that I...that I...that I was curious about, too...and...its actually something that Dave brought up when we talking about the...because it was another aspect of the library that...in my library science classes, and...and meeting different students

from around the state, and they all...you know...from all the different libraries, and everyone has different, you know, different systems sizes and different managerial setups, and so on...and a lot of them don't have the PRs...like you were saying with...with Laurel County...and my...my experience at Newport, when I worked there, we didn't have a separate PR group right away...didn't have a separate HR person right away...and so you...the director or the branch managers assumed aspects of those responsibilities. With Kenton, I think, the Public Relations Department was formed in 1998 and Human Resources in 1999, with the different specialized functions...or...splitting those functions out...so it was still sort of during Miss Mongan's tenure, but also during your...during the transition was, sort of, actually beginning at that point, and...in...in a sense. So, how did that come about? How did those decisions come about? I...I was curious about that.

WO: Well...the...I believe...I don't recall exactly the timing, but it...actually, that came as a result of the long range planning process the Board initiated...I don't remember if this...if that was the first plan or the sec--...I think maybe...maybe that was the second plan. But the Board had...had, up until the mid-nineties or so, the library didn't...I mean, we didn't have a formal long range plan. So, Mr. Gibeau...you remember Richard Gibeau...who was Chairman of the Board, I recall, we want—he and I—and I'm sure Miss—well, I don't remember who else...I'm not sure if Miss Mongan was there—went to the state library conference, and the topic of that conference was long range planning. And so we heard from some libraries that...that were doing it, and how they were doing it, and what the benefits were, and Mr. Gibeau came back, and I...I...at that point, I...he was President of the Board, or maybe the Vice President...but anyway...leadership of the Board, and he said, you know, I feel like this is something that we need to do. And of course, we all...we all...everybody agreed...we all agreed...and then we developed a long rang plan...and...and then, you know, in looking at...at how the system was growing, how much we were growing, and how we were growing and what our needs were, it became pretty clear that...that we were...that we had...that we were outgrowing the old way we were doing things, which was basically, every department did its own PR...

JMM: I think I remember that...

WO: But, you know...you know, we were in a situation where it was kind of, you know, that...that no longer really worked for us and we needed somebody to...to focus on that...so that's how they...and...and the same thing was true with the...with the Human Resources...you know, our staff was getting much larger...when...you know...as we opened the...the...when the...after we opened the Independence branch, I guess, in '95 or something, you know, that...that brought in a lot of new staff members...we were growing, and...and HR was becoming more complicated...all the...all the laws, all the regulations, and all that stuff.

JMM: Definitely.

WO: And so its pretty clear that...and...and we expected to grow a lot in the future...you know...the new...the new Erlanger was on the horizon, which we knew was going to be bigger, and so...so that's pretty much how that evolved...and Miss...and Miss Mongan hired those...hired those folks. I guess Rob--...yeah, I guess Robin was the first PR...

JMM: Yeah.

WO: She's been the only PR person. She's been here the whole time, so...and then she hired the HR, you know, Maddy was our HR person (unintelligible)...she was the second one...and...anyway...you know, she...she was certainly supportive of those...of those...and...

JMM: I think that's important to, because...because...now that's its even...I remember when I first came, and actually, Robin was already here, but they, we would do our own departmental flyers and different things like that...or each programmer would do it, and now they're...its more of a unified, more consistent...

WO: More centralized...

JMM: Yeah...sends a more consistent message...and people can look at something and tell whether it's a children's program or an adult program or a genealogy program or some....I think that consistency is good. I thought that was impressive, because its something that I...this system

has always impressed me from the outside, as a...as a patron, and was always...its always...its impressed me further since I've been an employee, for so many reasons (unintelligible).

WO: Yeah...that...its made all the sense in the world, you know, and I think, you know, it allowed us...we knew we were going to have to grow in the future, that allowed us to do it in a much more systematic, much more organized way, much more effective way...so I think...I think it paid...paid big dividends for us.

JMM: Definitely. A very wise decision, among many wise decisions. And that's...you've...you've... you've covered a lot of the things already as far as the...because...I was going to ask you about strategic planning, and so on, and you've pretty much addressed that...and the growth and expansion...I thought...I was thinking of...along the lines, quite a bit, of the parallels between your career and...and Miss Mongan's, and some...some of the similarities—you both started out as shelvers...and...and...you know, had early experiences with lib—libraries, and then...I mean, just all the way on up through the managerial experience and with these building projects and the expansion projects...and that was something that Miss Mongan really seemed enthusiastic about—she said she really enjoyed that aspect of it...because its not something that everybody enjoys...its such a huge undertaking...

WO: Mm-hmm.

JMM: ...and...and...two...you were involved in two of those projects...what...what did you...did you enjoy them in the same way, and did you...

WO: Oh yeah, absolutely. Yeah, I did. And...wonderful experiences...both...both of them. And certainly...they...they...I'm very...very glad I had those experiences because they're helping very much in my job now (laughing)

JMM: Oh yeah.

WO: Because we so many projects, but...the...those two...yeah...Yeah, the...I guess...certainly, those are...are my highlights, the...the new Erlanger...the new Erlanger branch and the Durr branch.

The Erlanger project was one we waited on for so long and we needed so badly...you know, its...that...of course, as you know, that was the busiest—even the old Erlanger was the busiest library in the state...and it was pack—crammed into this little building that was, you know, it was packed all the time...no parking...And you can, you know, you can see, if we could do that much service in this building that's...you know...undersized...so inadequate...what could we do in a big building? So its something that we...that was a wonderful project, and it was...you know...it was an interesting project, getting a—finding a sight for that location was something that I'll never ever forget...

JMM: (laughing)

WO: ...it was like a two year process...and had so many highs and lows and ups and downs... and... and...but you know, those things seems to work out. I think, because I think we ended up with a perfect site. I don't think we could have possibly picked a better site, but there...but...getting to that point was just...was just...such an ordeal...and...and...you know, there were so many other twists...twists and turns that could have put us somewhere else. But I think...I think it's a great site and I think its worked very well for us and will work for us for a long, long time to come.

JMM: Yeah.

WO: And...you know...that's...that's...and that...that building has been the basis for a lot of libraries around the state...people have come and looked at it and copied things, and...you know...I think the service is such high quality and...but that... and...and...certainly with Durr, although I...I actually left just before Durr opened, but, that was a...that again is a great building for that community and its an interesting site selection, also.

JMM: Yes. Definitely! (laughing)

WO: But...it...when...whenever...whenever I go into another library and they're doing this and they complain they're having problems, I say, "You're not having any problems!"

JMM: (laughing)

WO: This is not...

JMM: Nothing! (laughing)

WO: This is nothing...this is nothing! But...but I think it is true that almost...almost every building we built anywhere in the state, there have been something that has gone wrong, so that was a...so that's a good...I can't...because I can always pick up the phone and say, "Don't worry, its going to work out—I know from personal experience its going to work out!"

JMM: (laughing)

WO: Because if there was anything that could go...could have gone wrong, on those two, it did. But...yeah...building...you know, building is special, and...and even though we've kind of moved beyond the library that...as it was when I was a child, which was the building, and the books...

JMM: Yes.

WO: You were so far beyond that...you know...the building is still important, and I think we built two wonderful buildings...

JMM: I agree.

WO: And...and hopefully we'll get a wonderful building here in Covington, eventually, too.

JMM: Yes.

WO: Yeah, those projects are special.

JMM: And, yet now it seems like there are more of...and it seems like...almost like you planned accordingly...that they're almost a community center base...

WO: Yeah...

JMM: ...its...its more of a...its...its not just a place just the place where you go...its not just a storehouse for books...I mean...that's a topic that keeps coming up over and over—a "library without walls" and so on...and, I don't think libraries are ever, ever going to disappear, nor do I ever think books in print will ever completely disappear.

WO: No.

JMM: They'll definitely change...and they'll continue to change...and then how we access them will change, but...

WO: Yeah, we're no longer book warehouses...we do so many more things...and so...so we really have to be flexible...we don't know what...we don't know what our services is going to look like in ten years. We've got be ready to...to change, and adapt...and so we've...we've got to be flexible and open and usable and inviting...and all of that stuff, so... so its...it's a challenge planning a good library building, but...but I think we're getting some beautiful library buildings around the state, you know...so...

JMM: We're lucky...

WO: Yeah.

JMM: ...we're definitely lucky...

WO: Yeah.

JMM: And...the....just reflections on your...I...and one of the things that I...and that I previously touched on was that her...Miss Mongan being a very reserved person...and when...and trying to get her to talk about herself or her accomplishments...she was always very...reserved...and...and...you know...as I mentioned, she cited her...her most significant accomplishment being the...you know...district formation and...and the petition drive and everything...

WO: Yeah.

JMM: ...and...and, you...just her career—her longstanding career, and everything that she established...I mean...it was a significant accomplishment as well...I mean...there are a lot of them, and I...I...guess...and, you've pretty much touched on that one...one of the questions I was going to ask was what...you know...what other accomplishments did you feel were significant for her, and I think you...with the technology, I think you really...

WO: Technology...I think she hired...she hired the right people, she let them do their jobs...so...you know...

JMM: And what...you....and you sort of touched on...on this, too, as far as...the...as far as how your experiences here prepared you for your current position...and with the expansion...building and expansion and so on...those really helped...and are there any other particular examples you would cite about that?

WO: Well, you know...I mean...I think...I think working here taught me what good quality library service is. We did so many things here, and so I think I have a good...a good handle on...on... on the range of services that are available...you know...Mike and Miss Mongan allowed me to do almost everything...I...you know...I drove the bookmobile many, many times...when...when I first came here, I was the backup bookmobile driver, so I...I was able to do that. For a period of time, I did the Homebound...and, you know, so I got to do all of those

different things, which I...which I think was really important and gave me an understanding of...of...of what the service really means to people...and, so...so I think...I think...those practical experiences I have are very helpful...and... then...you know...for...and...back in Laurel County where I worked...I saw a different kind of library...you know...one of the smaller libraries...struggled a little bit more...and, so, when I...when I go into a library, I feel like I've...I...I know what they're dealing with...even though I...you know... people...people around the state see this as...as one of the premier libraries...obviously it is. We're seen as one...one of the wealthier...one of...one with lots of resources...but the fact that...they know that I've also worked where those resources were not available, so...so...I...I think...you know...and I think the way we...the way we've been providing service...you know...the customer service orientation...how we've developed service over the years, because services certainly have developed...

JMM: Yeah.

WO: So...I think...I think its probably the practical experience...working with folks here and working with folks in the community, because we've...we've done a pretty good job of that, too...made contacts...so...I...does that answer your question?

JMM: Yeah, it does...that's really most of the prepared questions that I had...

WO: OK.

JMM: ...I didn't know if there was anything else that I didn't touch on that you wanted to comment on, or any other thoughts that you had? You're welcome, always, like you had mentioned, to...

WO: Yeah.

JMM: ...to follow up with any email or anything that you wanted to....

WO: Yeah...something may come to mind, but I think...I think we've pretty well covered everything...

JMM: (laughing)

WO: You were great to allow me to say pretty much anything I wanted to say, so...

JMM: (laughing)

WO: ...so...so I think that's...

JMM: You were wonderful to agree...I...I greatly appreciate it!

WO: You're welcome...hopefully I gave you some things you can use.

JMM: Definitely!

WO: Good, good.

JMM: Its been a wonderful learning experience—on many levels (laughing)

WO: Well good. Thanks.

JMM: Thank you!

(TIME: 1:05:19)