

U.S. NATIONAL ARCHIVES AND RECORDS ADMINISTRATION  
Transcript of National Archives History Office Oral History Interview  
Subject: Deborah Armentrout  
Interviewer: Stephanie Reynolds  
March 4, 2025

[BEGIN RECORDING]

**Stephanie Reynolds:** Okay, I have the recording started. Just to get us going here, I want to say, first of all, thank you for participating in this oral history interview. We are trying to document the history of the agency by getting all of these first-hand accounts. And my name is Stephanie Reynolds. I'm based out of our Denver, CO, office, and I'm talking today with Deborah Armentrout, who is NARA's Director of Corporate Records Management, as well as the Agency Records Officer. Today is March 4, 2025, and I believe it's Tuesday. So, Deborah, just to get us started then, could you tell me a little bit about where you're from?

**Deborah Armentrout:** Okay. Well, I am a military brat, but I am primarily from Pennsylvania. And I currently live outside of Frederick, MD.

**Stephanie:** Oh, okay. It's a pretty area. What were you hoping to do after school, or where were you hoping to work?

**Deborah:** I have a BFA, Bachelor of Fine Arts, in Art Studio and Communications Media. And I'm not really quite sure what I wanted to do after college. I really didn't have any high hopes of just living off of my art. But I did want to move out of the Harrisburg [PA] area where I was living at the time. So I spent quite a few years just working jobs that were somewhat related to art, such as a portrait photographer at Woody's. I was a picture framer until I started working at Laborers' International Union of North America, which is whenever I heavily got into records management.

**Stephanie:** Okay. So what were you doing there?

**Deborah:** I was the assistant supervisor, but my primary task was to code all of the mail that came in. I would code the mail according to a filing structure and make a determination of how it got routed and how many people got copies. It was all very paper-oriented. So after doing that for many years and realizing that they weren't moving into electronic recordkeeping at the time, that's whenever I actually sought out my next job, which was working at Bechtel Power Corporation, which was really fully electronic records at the time. It was amazing because that was back in the 1990s, and they were doing electronic records.

**Stephanie:** Wow. Yeah. And so I know you also, I believe, you were also working for FDA [U.S. Food and Drug Administration] at some point as well. Is that true? Or as a contractor?

**Deborah:** Yes. So I left Bechtel, and I went and worked for Caelum International. And I was a contractor at the Center for Biologics Evaluation and Research, which is part of the FDA. And there I was the electronic records supervisor. So I leveraged my experience from Bechtel for a few years to actually move into a role that was specifically about electronic recordkeeping. I set up a scanning operation there, and I worked on their deployment of an electronic records management system.

**Stephanie:** Wow. So you pretty much jumped right into that one.

**Deborah:** Yeah I did. Yes.

**Stephanie:** Wow.

**Deborah:** I liked it. Yes.

**Stephanie:** Did you? Did they also provide training for you or this is all just hands-on learning?

**Deborah:** So at Bechtel, it was pretty much hands-on learning. We had a system that was called Infoworks, and it was built off of, I think it was Documentum at the time. And then, whenever I worked for Caelum, I was actually given the opportunity to take a lot of training when I was a contractor and got some certifications. So that was very helpful. And that is when I started working at the National Archives after I left the FDA as a contractor.

**Stephanie:** And what year was this? Do you remember when you first started at NARA?

**Deborah:** Oh, it's been a while. It was 2000.

**Stephanie:** Okay. So 25 years ago?

**Deborah:** Yes. So my first job at the National Archives and Records Administration was my first job in the federal government as a federal employee.

**Stephanie:** Was that an eye opener or what were your first impressions?

**Deborah:** Oh, no, it was fantastic because working in records and advancing into electronic records and then working at the National Archives and Records Administration was really a dream job. I mean, how could it get any better? I'm in records management, and I'm working at NARA. So I love that. And I spent some time, like, training staff and helping staff with electronic records and talking about electronic recordkeeping systems and what at the time was the DoD 5015.2. I was one of the folks who had come on board who had actually had experience with those types of tools. So it was very interesting.

**Stephanie:** So your previous work definitely helped you at NARA, bringing all that prior experience with you.

**Deborah:** It did. And then appraisal was something new for me. But what was very interesting is, because I had worked at the FDA, I was assigned FDA as an appraisal archivist, and the very first appraisal job that I got was for “the pill,” like the birth control pill.

**Stephanie:** Really?

**Deborah:** So that was really fascinating. It wasn't any kind of boring routine record. It was for the drug application for the pill. And back then we did a lot of research whenever we were writing appraisals. And so, I ended up doing a lot of research on the history of the pill and the health issues that were associated with it, and that all went into my appraisal. And like other folks who have had really interesting appraisal jobs, I wrote on that for a while, like I presented at the Society of American Archivists. And I had an article written, and I had people reaching out to me for at least, like, 10 years, asking if they could reference something in one of my articles or my presentation.

**Stephanie:** Yes, you became the expert.

**Deborah:** I had a lot of fun with that.

**Stephanie:** Very cool.

**Deborah:** And I believe also it was the first drug application that was actually—and I don't even know if there have been any since—transferred into the National Archives holdings because it had just such a fascinating history behind it. So yeah, I loved it. And then I also worked very heavily on the training with the training team. I worked on the Knowledge Areas [KAs]. Knowledge Area Two was the one that I worked on the most, but I did a lot of training. We used to go down to the lecture room and do training for weeks on end with the agency. So that was a lot of fun.

**Stephanie:** Was this at A1 [Archives I] or A2 [Archives II]?

**Deborah:** A2.

**Stephanie:** A2. Okay.

**Deborah:** But then the training team also did some travel. So I traveled out to Denver, and I traveled to Atlanta. There were a lot of times I would, I traveled to Texas like that. We would go out and actually train on-site at some of the facilities for other agencies, or we would offer the training through one of our NARA facilities, like out in Denver. We offered the training and people, federal employees, would come to our training who lived out in that area.

**Stephanie:** So the training at that time was all in person? Yes.

**Deborah:** Yes. [Nodding head]

**Stephanie:** Okay.

**Deborah:** I'm aging myself. Yes. It was all in person.

**Stephanie:** How big do you think those classes were? Do you remember? Were there, like, 20 people? Thirty people?

**Deborah:** Oh. Twenty. Thirty. Yeah.

**Stephanie:** Okay.

**Deborah:** Yeah. I'm trying to remember, like, whether we would fill up one lecture room, or if sometimes there were two. But usually, it was just like one of those lecture rooms, like lecture room C. And we would do the training. And then, as I said, we also would go out on-site and to certain facilities around the country and offer the training. And a lot of times for those courses, we had like 15 or 20 people.

**Stephanie:** Okay. So you mentioned that you would do this at NARA facilities around the country, but then also agencies could request training at their own facility?

**Deborah:** Yeah.

**Stephanie:** Would they pay to have you come out?

**Deborah:** They did. Yeah. And this was back in the older structure where they paid to take it even at our facilities, like in A2. So there were times when people would fly from different areas of the country and come in and take our training in College Park. They paid for it at that time. Yeah. There was a whole different training structure then.

**Stephanie:** Do you think that we're missing something now that we're, I think, 100 percent online training?

**Deborah:** So I understand why NARA made the decisions that they did about the training. But being someone who still works in the records management community, and I have a lot of contact with other agency records officers, I do feel like it is missing now the training that we used to provide to people outside of the agency records officer. Right? So we now offer that training for only agency records officers, and it's expected that agency records officers or other staff would just go and take the training that's now available online. I do think that there's a little bit of that. But I've had people tell me, like, they really enjoyed coming to a class, sitting down, meeting people. Many people became friends during those classes, you know, or they were people that they could really rely on later on to say, "Oh, I met you in College Park, you

know, back in September. And we talked about this. How is this going with your program?" So, yeah, I think we're kind of missing out a bit on that.

**Stephanie:** Yeah.

**Deborah:** I don't know how, you know, maybe now that more people are coming back in the office, maybe they would reconsider offering it at some point.

**Stephanie:** Yeah. Going back to the appraisal, do you know if there are differences to how the appraisal was done then versus how it's done now?

**Deborah:** Oh boy. [Laughs] Yes. Do you know the answer to that, too?

**Stephanie:** Yes. I'm curious. [Laughs]

**Deborah:** Yes. I worked in appraisal before they did the whole formal appraisal template that they now use. So it seems like we had a lot more ability to delve into some of the research. Like I said, like with the pill, I did a lot of research on that, and I don't really know whether that would be necessary now for the appraisals. But I think they made them much more interesting to do and much more interesting to read than the current formula. It seems like now it's just very process-oriented. And, "Oh, did you make sure that you included this spreadsheet?" And I really haven't seen where the appraisal archivists are really able to delve into it, like it used to be, almost like an academic exercise.

**Stephanie:** Okay. Were you also on a science appraisal team?

**Deborah:** And I was on the science appraisal team. So we went out and interviewed a lot of the scientific agencies and talked about how they kept their records. I'm just, like, thinking we went down to CDC [Centers for Disease Control and Prevention]. So again, I was traveling a lot during that job. We went down to CDC. We talked to people about their lab slides and all sorts of interesting things that were kept by scientists. And then that's when we compiled all that information and wrote the guidance on appraising scientific records.

**Stephanie:** So who is 'we'?

**Deborah:** "We" were other appraisal archivists out of the old what was called NWML [Life Cycle Management Division] at the time. I think that's now like ACP [Records Management Policy and Outreach], perhaps. [Appraisal archivists now fall under ACR, Records Management Operations.] And we might have also had some records management staff from the facilities working on that. But I really can't recall. I remember clearly working with other appraisal archivists at A2 who also had science agencies.

**Stephanie:** Okay. And then after this was written, this was guidance that other appraisers could use in writing these schedules, or approving these schedules, I guess, appraising the records?

**Deborah:** Yes.

**Stephanie:** Yes.

**Deborah:** And it actually still might be out there somewhere on the NARA website, too.

**Stephanie:** Interesting. I'll have to look for that.

**Deborah:** Okay.

**Stephanie:** And then based on that, you were nominated and won the Archivist Achievement Award, right?

**Deborah:** So, I got *two* Archivist Achievement Awards. One was for the training. These are group awards, by the way.

**Stephanie:** Okay.

**Deborah:** So, we got one for the training for the old Knowledge Areas, right. And then also one for the—I'm trying to see if I have it here. [Pulls down award from shelf] The records management training program. And this was [reading second award] "for innovative appraisal guidance that is invaluable in helping to preserve our nation's scientific assets." That was in 2006.

**Stephanie:** Are you reading off of the award?

**Deborah:** [Holds up both Archivist Achievement Awards]

**Stephanie:** Wow. Okay.

**Deborah:** We used to call these ice scrapers.

**Stephanie:** [Laughs]

**Deborah:** Yes. So I got a group award, an Archivist Special Achievement Award, in 2006 for the scientific appraisal guidance. And then the training one was given to our group in 2004. [Reading off award] "Records Management Training Program Team from NR [Office of Regional Records Services], NW [Office of Records Services – Washington, DC], and NH [Office of Information Services]". I cannot remember who those are now.

**Stephanie:** I'm sure I can find it somewhere. I think we reference it.

**Deborah:** I think in R [Research Services] was maybe our regional facilities where we had records management analysts. And then H would have been Human Capital, I believe. And then NW was the Modern Records Program. And NW, Michael Kurtz, and NWM, Mike Miller, and NWML, Marie Allen. Oh, boy. I remember all of these. [Laughs]

**Stephanie:** Good for you. [Laughs]

**Deborah:** Anyway, so NWML was the Life Cycle Management Division. I don't know if you've ever heard that, but—

**Stephanie:** Yes.

**Deborah:** That's kind of where you reside now.

**Stephanie:** Yes. Okay. Well, congratulations on getting both of those. Not everyone can get one. So to have two, that's an accomplishment. Did you also work on NARA's Electronic Records Archive, the ERA?

**Deborah:** Oh, that's really interesting. I forgot all about that. Yes. I led a team to identify essential characteristics of electronic records. So there were, again, we had people from all over the National Archives. We sat together and discussed the intersection of content and structure, and came up with what essential characteristics would be. Thank you. I completely forgot about doing that. [Laughs]

**Stephanie:** [Laughs] So, then you helped to come up with these essential characteristics?

**Deborah:** Yes. And I do understand that they were used. And actually, at some point, one of the Archives from—I don't know if it was Australia—but they reached out and actually asked to see the work that we did on that.

**Stephanie:** So can you talk about some of the challenges that went into creating that?

**Deborah:** Oh my goodness. You're really asking me to stretch my brain now. [Laughs]

**Stephanie:** Uh oh. [Laughs]

**Deborah:** Oh.

**Stephanie:** If you can't remember, that's fine.

**Deborah:** I know. I really haven't thought about that in so long. And it was just—I can't even come up with the right word on it. I would have, if I could get back to you on it, if I went and looked through, like, my old working files on it, I could probably speak to it.

**Stephanie:** That's fine. Don't worry about it.

**Deborah:** Well, it was just very interesting, because there were just a lot of things that came into play, like, you couldn't just say, "Well, an essential characteristic of a document is this," and trying to explain, "No, it takes the context of that to also be an essential characteristic." A document is a document, but at the end of the day, what is that associated with? So, to come forward with that and then to also have to present it to our executives, I would have to report out on the progress we were making. Sometimes it felt like we weren't making a lot of progress, but it was just because it was very complex, like the whole idea of that. And I don't know whatever happened with that work. As I said, what was interesting is that we were asked if we could share it with another archives at one point, but I don't really know what NARA ever did with it.

**Stephanie:** Interesting.

**Deborah:** Yeah.

**Stephanie:** Well, so was it used, though, to inform the creation of ERA?

**Deborah:** I think that ERA and our hopes and aspirations for ERA changed over time.

**Stephanie:** Okay.

**Deborah:** So, I think that perhaps that work ended up not being used as much because, back whenever I first was at NARA, ERA was going to be the end-all-be-all for everything. Any kind of record, any format created at any time could be preserved by ERA. That was the hope. Like, I'm really talking, you know, we're going back 20 years plus. That was what we thought ERA was going to be. And I think that over the years it got scoped back. So when I was the lead on that, identifying essential characteristics of electronic records, I think at that point we thought, "What are going to be the requirements that we need for any and every type of electronic record that we're going to put in ERA?"

**Stephanie:** Okay.

**Deborah:** It's possible, and you may know this more than me, but it's possible that maybe some of the groups that have been doing, like, transfer guidance and such, maybe they reach back in and retrieve the work that we did. I am not sure. And I don't really think that there's anybody—I can't remember if there's anybody who was on that team who still works in the policy part of Agency Services.

**Stephanie:** Okay.

**Deborah:** I think we've all kind of moved on to other positions. Anyway, it's probably good stuff. I might have to revive that and look at it again.



**Stephanie:** No better time like the present.

**Deborah:** Yeah.

**Stephanie:** That can be part of your closeout when you leave NARA. Right?

**Deborah:** So, the fact that I actually pulled together a resume, because when you asked me about this, I was, like, maybe I should have a resume. I don't intend to work in records management, but you never know.

**Stephanie:** Exactly. You never know. You've got to be prepared just in case. So how long were you in that position? Were you a senior records analyst that first time at NARA?

**Deborah:** I was. And I was there for six years.

**Stephanie:** Okay. So from 2000 to 2006 or so.

**Deborah:** Yeah.

**Stephanie:** Okay. So then you left NARA in 2006. Can you tell me about that decision? You know, what was behind leaving NARA to become the Agency Records Officer at the Nuclear Regulatory Commission?

**Deborah:** Sure. I was really interested in running my own program. So, you know, as a senior records analyst, we gave out a lot of guidance to other agency records officers. And, you know, like, "Oh, well, this is how I would go about revising record schedules," and "This is how I would go about presenting a budget." I wanted to be able to actually do that myself. And I felt like I was also somewhat limited in some of the things that I knew. So being a senior records analyst, I wasn't working in a supervisory role, so I really wasn't learning a lot about, like, government human resources. I really wasn't learning about budget, finance, any of that. So, I knew that if I went out and actually got a job as an agency records officer that I would be expanding that knowledge also.

**Stephanie:** Interesting. I feel like there are a lot of former NARA employees that, you know, have worked at NARA and then have gone on to other agencies to either become their records officer or they're on the records management team. Why do you think that is? Do you think they're kind of doing the same thing? They're just trying to expand their knowledge?

**Deborah:** And, of course. It's also like the opportunity for grade and pay increases.

**Stephanie:** Okay. Yeah.

**Deborah:** Man, I mean, at some point, you have to look at [that] aspect. You don't have to look at that, but I think a lot of people do. And I really wanted to progress in my career. And I am a records manager. I wasn't, you know, as we started out, I didn't have a degree in history or social science. I was an artist, and I ended up getting into records management. And I'm a records manager at heart. So it made sense at that point to move into that. And by the way, I'll bring up electronic recordkeeping again, because the Nuclear Regulatory Commission (NRC) had an electronic record system since 1999. It was called ADAMS. And, you know, so I was very interested in kind of getting back in, hands-on, into electronic records like that.

**Stephanie:** Did you still work with NARA staff a lot, being at an agency—at NRC?

**Deborah:** We did. Of course, we worked with our appraisal archivist on records schedules. And I was just thinking we also had an inspection done by Cindy Smolovik and Steve Adams and that group. So, yes, we got to work with them again. And then we had some transfer work done, like, transferring records—

**Stephanie:** Okay.

**Deborah:** —that I don't want to talk about. [Laughs and points finger]

**Stephanie:** Uh oh. Are you sure? [Laughs]

**Deborah:** There were some things that got approved in ERA by accident, and trying to backtrack from that was not easy. So then, for some reason, I decided to return to NARA. [Laughs]

**Stephanie:** [Laughs] Is there anything about NRC that you want to mention, something like your accomplishments that you're most proud of while you were there?

**Deborah:** Oh my gosh. I'm not sure.

**Stephanie:** I did see something about there being an information and records management program plan?

**Deborah:** Oh, so, you know, that's interesting. Wow. You really did find some things. Oh my goodness. Thank you for bringing this up, because I completely forgot about it. I did end up developing their Information and Records Management (IRM) Strategic Plan. So we had one of those, and I did actually kind of ride on that into my job back here at NARA. So, we had a Strategic Plan. I would say I hesitated with answering that because what I did not realize—I really liked the people I worked with at the Nuclear Regulatory Commission. They were great. But one thing I didn't realize until I got in there is that I was a section chief, and I was primarily overseeing paper records. The work that was done for the electronic recordkeeping system was done by someone who had been the section chief in my job, but then they had moved him. So it was a little bit of a struggle, because I'm supposed to have, like, more control over what was going on with our records. But there was a different section chief for that. So, it was a little bit

of a disconnect. And I actually believe that since then they've kind of remedied that a bit. So that was a little awkward.

**Stephanie:** Right.

**Deborah:** So, I was primarily working on policies. We had a contractor who was working on our record schedules. We did get the policy brushed off, but we did not have it signed off at that time. But what was interesting is that the contractors that I had working on that policy were actually two former directors from the National Archives and Records Administration, who had been my boss, and then they ended up working as a contractor with me at the Nuclear Regulatory Commission. So that was great. I feel like we ponied a lot of things up. I'm so glad you reminded me about that. The ERM Strategic Plan. Yes.

**Stephanie:** I found it somewhere. It's out there.

**Deborah:** Yeah. But I really did want to get back to the National Archives. I was going to say, I mean, one thing that I did that really wasn't related to the Nuclear Regulatory Commission or to the National Archives during that time was actually my work with—so I've been very involved with ARMA [a community of records management, information management, and information governance professionals] over the years. So I was, you know, I've been a board member up until this year. I'd been a board member since, like, almost 30 years. It's been quite a while. And also, I was very involved with the Institute of Certified Records Managers, and I worked with John Krysa, who pushed forward the idea of having a Federal Specialist Exam. So though I cannot tout that, you know, like these great, grand achievements from the Nuclear Regulatory Commission, I can say that during that time we did work, you know, on developing this exam, which I'm very proud of. So there's only two exams associated with the Institute of Certified Records Managers. Like, once you become a CRM [Certified Records Manager], there's only two other exams right now that exist where you can become a specialist, and one is the Nuclear Specialist, which I never took. I don't know why. And then this Federal Specialist Exam. And I've been leading that work for a while now, and I'm very happy about that because I feel like it is a good way for contractors and employees of the federal government to be able to test against their knowledge and skills and have this certification. So sorry I had to go off on that because that happened around the same time. Like, I was getting ready to come back to NARA at that point. But in 2018, that Federal Specialist Exam was established.

**Stephanie:** Okay.

**Deborah:** But we had been doing some work on it.

**Stephanie:** Okay. So how long were you at NRC?

**Deborah:** Almost 10 years.

**Stephanie:** Ten years. Okay.

**Deborah:** Yeah.

**Stephanie:** And then how did you come back to NARA? Did we recruit you? Did you just see a job posting that you applied for? How did you come to NARA?

**Deborah:** It's interesting because, through the years, there were times whenever there were certain people at NARA that would recommend me for certain jobs. But I don't really recall if anybody—I don't think anybody at NARA, at the time, told me that the job was open. I think somebody probably told me, "Oh, the records officer job is open at NARA." [Makes clicking sound] I jumped on it.

**Stephanie:** Yeah. Okay. And so you're selected. And your title was Director of Corporate Records Management and Agency Records Officer. That's a mouthful.

**Deborah:** It is.

**Stephanie:** Is that—what does that all entail?

**Deborah:** Meanwhile, I'm still like a RIM [Records and Information Management] Specialist [laughs] in my GS-0308. But what does that entail? A lot.

**Stephanie:** Well, first let me ask you where—let's see here. So your position falls within the Chief Operating Officer, that office. Is that correct?

**Deborah:** Yes.

**Stephanie:** Yes. Okay, so then did you report to Jay Bosanko when you came back?

**Deborah:** Well, he's my executive, but I reported directly to Chris Naylor.

**Stephanie:** Chris Naylor. Okay.

**Deborah:** So the deputy. So, yeah. So it was Chris Naylor and now Meg Guthorn. So Jay Bosanko was my executive.

**Stephanie:** Okay. Okay.

**Deborah:** It was pretty exciting because I not only got interviewed by Chris and then Jay, but I also was interviewed by Deb Wall and David Ferriero.

**Stephanie:** Wow.

**Deborah:** Yeah, that was pretty exciting. And then honored to be selected.

**Stephanie:** Yeah. You ran through the gauntlet and got the position after meeting with all of them. Were you nervous at all [laughs], or were you just talking to the Archivist of the United States and—?

**Deborah:** It was really rather relaxing, because I knew Deb Wall from my previous job at NARA. Right? So I knew her. Yeah, I hadn't worked with her that closely, but we knew each other. So it was somewhat comfortable and, I don't know, they just had a way of, like, putting you at ease. So it ended up being quite fine. I mean, I was nervous going down there, but I also felt very confident. And I'll tell you that the one thing that I recall David asking me about was that Strategic Plan. So I don't think a lot of agencies, at the time, had a strategic plan for their records management. So I don't know. He seemed to have really, like, honed in on that. So yeah.

**Stephanie:** Interesting.

**Deborah:** I was very excited and very excited to come back, because I knew one of the team leads from Corporate Records Management from my first stint at NARA.

**Stephanie:** Okay. How many people were on your team?

**Deborah:** I cannot remember the exact number.

**Stephanie:** Okay.

**Deborah:** Like seven or eight, which is about roughly what it is right now.

**Stephanie:** It is? Okay. I was going to ask if that number fluctuated over time.

**Deborah:** Well, you know, I'm getting ready to retire. We just had one person retire last week, and we had one person retire at the end of the year. So that's three of us that are lost and just recently, and who knows what is going to happen.

**Stephanie:** Yeah. Yeah.

**Deborah:** You know, we know that having an agency records officer and having a records management program is a statutory requirement. They don't really cite agency records officer, but I think that can be inferred. So I'm hoping I'm leaving the program in good shape.

**Stephanie:** You've been there for a long time, and, you know, I'm sure that you've passed on a lot of that knowledge and experience that you've brought with you.

**Deborah:** Yeah.

**Stephanie:** You seem a little unsure. [Laughs]

**Deborah:** Oh no. I mean, I wish I had done more, but I think that in the time that I've been back, we've gotten a lot accomplished. Yeah. One thing was just getting back through that M-19-21/ M-23-07 deadline [a directive for federal agencies to transition from paper-based records to electronic records by June 30, 2024]. Yeah.

**Stephanie:** So let's talk about that.

**Deborah:** What? Would you like for me to talk about a few things that have happened to the program since I've been there in 2016?

**Stephanie:** I would love that. I have a couple of bullets here, and I'm hoping that you cover them. If not, I'll bring them up and make you respond. [Laughs]

**Deborah:** Okay. So one of the things that I helped drive was the fact that we did not have file plans for program offices whenever I arrived. And so we did a data call. We got file plans from all these offices. Some of them were just lists. I don't mean to call out anybody for anything bad. It's just that I felt like we didn't really provide that kind of one-on-one. So we ended up seeing a whole lot of different kinds of documents that we got. Some people almost cited the entire NARA records schedule. Some people just would provide lists. So we consolidated all that information. We came up with a file plan template. We took the information that they provided us, put it in that template, went back and worked with the program offices and said, "Okay, now really, I don't think that you have all, like, 1,500 of these items that you're creating in your office. Let's kind of reduce that down to what you actually are creating or receiving." So the group is now starting out in 2025 with these clean file plans that are going back through and kind of like a rinse-and-repeat, going back to the program offices again and saying, "Okay, let's look at this again." But I think that was a major accomplishment. Right? So we have an inventory and people know what records they should have. We can hopefully build off of that for better record keeping.

We're going to encourage people to align their shared drives to their file plans so that things can be categorized. And if we don't end up with a recordkeeping system at some point, at least they could manually better implement a retention on them. So, I'm very passionate about file plans and the importance of still having them in this day and age. I mean, you got a document somewhere with what you're supposed to have and how long you should be keeping them. So we've done that work. We also have taken the almost 1,500 items that were in the NARA Records Schedule and have identified 600 and some that should have/could have been superseded by the General Records Schedule (GRS). And recently, we submitted that to our appraisal archivist saying, "Okay, we want to get these, like, not off the books—because we're going to use them and they are in our file plans—but just so we could reduce the amount of items that we really need to look at for revising." So nearly half of them were items that should have been covered by the GRS. I have no idea why, over the years, that was not done. I think that with NARA's history and the fact that we were NARS [National Archives and Records

Service], it almost looks to me like when I look back through the records that there might have been some confusion about what became the General Records Schedule versus what was a NARS records schedule.

**Stephanie:** Oh, okay.

**Deborah:** Yeah. So, and then it's also complicated because if we wrote our own record schedule about some kind of administrative item in the past, the GRS might have only superseded it in part. So ongoing challenges with the NARA record schedule. I wish that I had been around to see that completely resolved, but I will not be. Too complicated! But at least we got it down to, like, 700 items or so that they now have to deal with having revised. Yeah. So that was a really good thing. And we worked with the program offices to identify the records taxonomy/category/ function/activities such as mission—Federal Register, administration or mission—governance, training, like the training that AC (Office of the Chief Records Officer) has to offer. You know, is there a statute and, somewhat, governance? So we're writing records schedules based on functions and activities now. But I will tell you, and I know this might end up going on the record. I find that it is very difficult, and maybe overly complex and problematic, to try to get a records schedule approved.

**Stephanie:** Okay, so not just that it's a functional schedule. It's just getting an agency schedule approved. Yeah.

**Deborah:** As a former appraisal archivist, I can just say I'm sort of stunned by how difficult and complex it has been, and I wish they could really find a way to, I don't know, just to make that process a bit easier. And that might, you know, you asked me about whether we wrote our appraisals differently back whenever I was one in the early 2000s, and I think we did. We did a lot of homework. We didn't really go back to the agency for a lot. I mean, we did, and we always did what we called, like, our laying of the hands. We actually looked at the records. But I don't know, there just seems to be a lot more back and forth than I recall. So not getting the record schedules updated is my one sad, like, I'm disappointed. However, we also have been providing a lot more outreach to our information management officers who are like records custodians. Also in the updated policy for records management, we inserted that we wanted to have what's called a CM [Corporate Records Management] records liaison. So this is somebody who has more contact with the executives so that if we task the IMOs [Information Management Officers] to do some work, that we have somebody who's supporting that and can be a bit more accountable and, you know, have a bit more leverage to say, like, to somebody, "No, you really will provide this information to the IMO or to CM." So I think we've done a pretty good job with that. And as of tomorrow, we will have training for them in the learning management system. Yes. And also, we developed a CRML [Corporate Records Management Liaison]/IMO Records Management guide, like a handbook or manual. So that's, you know, I pat myself on the back for walking out with that completed.

**Stephanie:** Do you know how many IMOs and RLs [Records Liaisons] there are?

**Deborah:** Well, I think that's recently changed with the departure of people. We were trying to keep up with that. But we actually asked that the ones that we work with, we used to call them Uber IMOs, right, but from the primary offices. So records custodians that are down in some unit that's, you know, letter letter letter letter letter, we really don't—we're not staffed to support that kind of level of people. Like when I first arrived, we had this RIM network, and we had 200 people, and we were answering questions all the time from anybody. And so we've tried to streamline that to say, "Go to your IMO first, then come to us. Then we will answer your questions." But, you know, we were just trying to involve the IMOs more. So we have about 40. It's just like per the program offices, and we have an IMO out at every Presidential Library. But then, we have a CRML that's out of the Presidential Library here at headquarters and also an IMO. But yeah, so it's the primary offices. But then we let anybody and everybody be part of the RIM network. If they want to be part of the RIM network, they will get our records tips, they'll get our RIM guidance. Like a lot of things that we send out, they will be privy to. They can take part in interactions and interchanges with us on the ICN [Internal Collaboration Network], but we do try to keep the IMO kind of formal. So the idea is that annually, or at least every other year, we send an email out to the Executives and say, "Here's our list of IMOs. Can you please confirm that this person is still your CRML and your IMO?" which I think they're going to have to do around the end of March.

**Stephanie:** Uh oh.

**Deborah:** Well, we have had some folks leave recently. Yeah.

**Stephanie:** What kind of guidance were you putting out? I think I remember there were RIM-Gs [Records and Information Management Guidelines].

**Deborah:** Yes. So that's another thing that I did institute here. And RIM-Gs are sort of in-between policy and our records tips. Right? So records tips are usually like best practice or "Hey, have you tried this?" Or "Hey, are you thinking about having a records cleanup day?" But RIM-Gs are like when the GRS Transmittals came out, right? This is how we do that notification. Or if we have a records schedule approved, these are how we send out those notifications. So they're not policy, as in a NARA directive, but they are guidance, sort of like how NARA puts out guidance that says, "Well, you should do this." So yeah, we found, like, a home for that. Like, that's kind of the vehicle in which we inform staff of updates to record schedules, inform them of transfer guidance, the digitization standards. So things that are just a little bit higher level than something, we would just send out in a tip.

**Stephanie:** Okay. Did you meet with that RIM network on a regular basis or periodically or just as needed?

**Deborah:** So, oddly enough, we stopped doing that during the pandemic. We were doing, like, quarterly webinars with them. But, quite frankly, for the amount of staff that we had, it became a lot of work. So then, we reduced it down to we were doing it twice a year, and now just with M-19-21 and so, we've done some ad hoc webinars and some ad hoc training, you know, which



we recorded. And if people missed it, they could go back to recordings. And especially when we were getting ready to prepare the offices for transferring their paper records, we did a lot of outreach. We did a lot of presentations, and it kind of removed the whole having this standard scheduled webinar. And, you know, taking a breath after last June and meeting that deadline, we have not revived having any type of regular training with them. But we've been providing a whole lot more one-on-one with them. So we met with them about their file plans, right? We've met with them—they're turning around right now. There was just an announcement, like, "We're going to work with you on your file plans again, on your shared drives." And then CM staff are going to be meeting directly with their assigned program offices and those IMOs. So it's sort of eliminated the more hands-off webinar approach.

**Stephanie:** Yeah. Okay. Did you also create the first records management training that was required for staff? I can't remember having it previous to you coming here.

**Deborah:** Oh.

**Stephanie:** Maybe we did? I don't remember it.

**Deborah:** Oh. So our training, our records management training, kind of got caught up in the big annual required training. What do we have to train people on? So, you know, like FOIA [Freedom of Information Act] and privacy. I'm trying to think of what all the other topics are that are in that training that everybody has to take. So we had had training before that, but we really didn't push it out, like, maybe the first year, we had tried to chase people down to take this training. But as I said, we kind of got rolled into that larger, let's do one big training a year for every staff person and get it covered. So I did work very much with Human Capital on that. And because our executives at the time were trying to keep it very simplified, you know, we were like, "Okay, what are the key points that people have to walk away with?" It was a bit challenging because we also had that NARA Bulletin. I think it's NARA Bulletin 2017-01 or something, about everything you have to train people on every year. And there's, like, 15 bullet points. And we're like, well, how are we going to cram in these 15 bullet points into annual training that our executive, not my direct executive, but another executive was saying has to be short. So I worked with Steve Flowers, and we came up with developing the records guide. This is a guide that is associated with that training that covers the 15 points. And we went through and actually mapped everything that's on that NARA Bulletin about training and made sure that it was in the records management guide. That is a companion to the annual required training.

**Stephanie:** Oh, okay.

**Deborah:** You probably didn't expect that long of an answer, but. . .

**Stephanie:** No, I didn't realize that that's what you did. When we do our inspections, we always ask agencies about that bulletin, whether they're meeting all of the criteria. So you put it as a companion to the training. Okay.

**Deborah:** Yes. Right. Because we really could not, you know, we were not allowed to incorporate that. And it is challenging in that, like, if you're not—and let's just other programs make decisions about records management. And it actually even occurs at the National Archives and Records Administration where there are decisions made about training, about our budget, and about other things that we don't have any real say. And sometimes we're not even aware that something has happened, like, our onboarding training has changed drastically over the years and trying to keep up with what are you doing now? So if I had somebody onboarding, sometimes I'd say, "Did you get the records management training?" and to find out that it had changed. And so we were sending a link on the second day, and "Here, you can take your records management training." So that's been such a challenge just trying to know. I'm glad that you noted that we do have records management in the annual required training. And we do have a plan for the training, like, we've got the CM, the CRML and the IMO training out there, as I said, as of tomorrow. And I'm hoping that the team is now left with what they can build on. I just went through, we have a CM Tasker, and it's everything we do lined up with the RIM Maturity Model, the old RIM Maturity Model. Thank you, Don Rosen. But it's like everything we do, and it answers why we do this. They can point back to something on the CM Tasker. It includes the training and onboarding training, mandatory training that staff need to take within 30 to 60 days of onboarding. That needs to kind of be polished. But there's a nice little to-do list for them. I love training.

**Stephanie:** One thing that you kind of mentioned earlier about the whole transition to electronic recordkeeping, I'm pretty sure it was under your watch that we transitioned to using ZL Archives for preserving email.

**Deborah:** So, I can't take credit for that. That was Susan Sullivan, who was two agency records officers before me.

**Stephanie:** Oh, wow. Okay.

**Deborah:** So, yeah. So they brought ZL on board whenever NARA transitioned off of GroupWise, Novell and GroupWise, and they were bringing in Google. And so, yeah, she was instrumental in getting a records management application, which has been ZL, and it was for email and following GRS 6.1. Since I came on board, what we did was, we expanded the use of that. So to meet the goal in M-19-21 to manage permanent electronic records electronically by the end of 2019, we worked and got ZL expanded to manage what we call our non-email permanent records. And we established these Permanent Records Google Drives. And just like ZL crawls and ingests emails, it sees, oh, there's a permanent records drive, and it ingests content that is placed in those drives and manages them in ZL as records.

**Stephanie:** How often does it crawl that information?

**Deborah:** So, it's really supposed to be doing that pretty regularly, like daily. Okay. We have realized, like, when we were doing the paper records and we were doing the file plans with the program offices—again, kind of working with them more one-on-one—that we really have not

seen those drives being populated as much as we would expect. So this is part of the whole, we just announced we're coming back and working with you on your file plans and on your shared drives, and staff are going to be working, there's probably like five to eight offices that each person in CM is going to be working with to make sure that they get those drives populated.

**Stephanie:** Okay.

**Deborah:** And then on the technical side of things, working with ZL to make sure that those retention rules are set up appropriately, and that they're not just a permanent record. But what does that mean? Permanent record, like, 15 years after somebody's tenure? Fifteen years after, like, the end of a certain year? They'll be working with them on that.

**Stephanie:** Okay. So along with that transition, you've mentioned the memos 19-21 and 23-07. Did you have any input into those memos by chance?

**Deborah:** Oh, no. [Laughs]

**Stephanie:** No.

**Deborah:** Okay. I'm like any other records manager in the federal government where we're just like any other records program and have to follow them.

**Stephanie:** And so how did that work?

**Deborah:** We've had a few hiccups. But for the most part, we've only had one office that has come to us and said they had X amount of paper records and we're, like, "Did you miss all of the training and all the memos we sent out about this?" But I think that's just because there was a misunderstanding of where they thought those records could reside later, and they didn't realize they were going to have to go through the process of submitting them in ERA, where R [Research Services] is the one who's, like, "Wait a second. You do not have an exception for these? Why are you now trying to send us paper records?" So, we've had one hiccup with that. But otherwise, the staff did a fantastic job getting that completed. And I was just looking at this. [searching on computer] And so while I'm talking with you, I am going to look this up. We transferred so many records. I'm trying to come up with that.

**Stephanie:** I've got a number here "... transferring over 7,000 cubic feet of records." Does that sound right?

**Deborah:** Yep.

**Stephanie:** That's a lot of records. Is that across the agency?

**Deborah:** Yeah. That's in total.

**Stephanie:** Wow. All before, just to meet the deadline then for M-23-07. Yeah?

**Deborah:** It was really good. Like, I mean we really had, like, we had hundreds of cubic feet of records that were in a stack that had belonged to a program office that it's, like, well, we'd better get them processed. So, it was a lot of work. The IMOs really did a great job in getting those things processed. And then, of course, staff in CM—it was a lot. It was a lot on our staff when we're still not even, you know, we were still in a posture of almost 100 percent telework. And so we had staff that were coming in. You know, at that point, it started to be two days a week, but you've got to get that work done. It was phenomenal. So, fortunately, all of that got transferred.

**Stephanie:** Yay!

**Deborah:** What's that? I know.

**Stephanie:** You can check the box that you've met the deadline. Were you also involved in the digitization of records? I think, isn't there a new digitization center in the basement of one of the buildings?

**Deborah:** So we are not really involved with that because that's Holdings [Division] and that, what's really unique about this role is like, oh, but that's for Holdings. Oh, like, we always have to distinguish that. Right? We're, like, we're not under the Chief Records Officer of the United States. Right. So we do agency-wide policy, and we don't handle holdings. And a lot of times, NARA does take the stance, like, well, you're like any other records program. So we have not said, "Oh, well, let's digitize all of our corporate records under this new digitization center." No, we're like any other agency. So, I haven't really been involved with that. And, at this point, we've put out the guidance as a RIM-G. It says, like, here's what you need to do for digitizing temporary records. Here's what you need to do for digitizing permanent records. We have really been leaving it up to the program offices to make a decision about how they're going to do that. We never really had the intent. Maybe it will happen in the future? But we never really had the intent of us being set up as, like, a scanning operation. I've done that in my past, but we never, yeah, we weren't going to be, like, "Oh, bring your records to us." And we would have actually done the same thing with paper records. It wasn't like, "Bring your records to us, and we'll organize them." We've always really been a decentralized organization, as in, we provide you with guidance. We provide you with the tools. We provide you with the forms. But one interesting thing is that, over the years and being in records management at NARA, that's been a bit of a challenge is that we also, for many years, allowed facilities and other people, because they had access to ARCIS, they would be transferring corporate records and we would not even know. There are some permanent records from Record Group 64, NARA Corporate Records, that got transferred into the holdings that sometimes Corporate Records Management was not privy to.

**Stephanie:** Wow. How does that work?

**Deborah:** I guess because it's, like, we don't really think about the fact that we have a records program who has oversight over that. So we instituted a new policy that says every transfer comes through Corporate Records. If you're at a facility and you want to put your paper records out on a shelf, they need to fill out a form with us. Now, at this point, that should not be happening because we're supposed to be keeping things electronically. But in the past, and then there were things that got transferred that we just never had a record of. And I was, like, "I can't understand why we don't have a record of these transfers." Yeah. It just came to find out that it was, like, you know, somebody reaching out to R saying, "Well, we have these permanent records. Can we send them over?" So we have a much better process in place for that now. I hope they keep with it because I was, like, pretty adamant about it as the agency records officer. Like, what? "You cannot be transferring records all around willy-nilly without us being aware of it," right, if they are Record Group 64.

**Stephanie:** Wow.

**Deborah:** Yeah.

**Stephanie:** And so I'm also in charge of the annual reporting. And of course, we are in that period right now. Can you tell me how you go about completing that? Because again, you're just like any other records program where you have to complete those reports. So how did you approach that process?

**Deborah:** So, we always compare it to the previous year to see what questions are different and think, like, our program is pretty much the same. And then we've done pretty well on that score, so I wouldn't be looking to go, "Oh, well, we've improved in this. So if we answer that, we might get a 90 percent [score out of 100] this year." So we just look to see what's changed. And then we reach out to certain, like, we reach out to IT. We reached out to FOIA. I think that's all we've had to reach out to lately to get those answers. Like, you know, just reconfirm. Sometimes we're, like, "Here's what we think those answers are. Are we correct? They're still like this?" And then we submit them to our management, and they review them. In all the previous years, it's been reviewed all the way up to the Archivist of the United States. And then we get approval, and then we submit them to you all.

**Stephanie:** Okay. So a bit of an approval process going on. Multiple layers. Yeah.

**Deborah:** Yes. This year I don't know where it is. Well, I think I reached out, it might have been to you, that I was, like, can you change this to Dana [Kegler]?

**Stephanie:** Yes.

**Deborah:** But speaking of that, I'm actually going to get an email ready and ask about it.

**Stephanie:** Okay. Yep. That will go to me.

**Deborah:** Let me find out if Dana has heard anything from Meg.

**Stephanie:** Okay. Oh, I was also going to ask about—so last year and this year as well, we were asked by Meg Guthorn to include a spreadsheet where agencies, if they have over five terabytes of permanent or unscheduled record series, that they need to complete this spreadsheet. And I believe that you or Corporate Records Management, I'm sure Dana's probably doing it now, but there's some sort of analysis going on or a project that you were also looking at those spreadsheets, I believe.

**Deborah:** That was actually a project that Meg asked Dana to handle right after she was brought on board. And it was kind of more of an aside to her, like it was before she got really involved in Corporate Records Management work. Meg was like, "Can I have her for a moment to look at these numbers?" And that's when we met with you and talked about, like, the numbers were way, way higher than what NARA expected. Right? And then also just trying to say, like, that question is really hard for us to get quick answers back from our vendors.

**Stephanie:** We hear that from a lot of agencies, so I'm not surprised. Yeah.

**Deborah:** Yeah.

**Stephanie:** So we are giving some extensions for that and telling agencies to do the best they can. I knew that Meg had someone on your team. I forgot it was Dana that was looking at those. So I was just kind of curious what the project was that she had you all working on, so.

**Deborah:** Yeah. But again, typically, we wouldn't be doing that type of work. Typically, I think, she'd have you all doing that type of work. Right?

**Stephanie:** Right. Right.

**Deborah:** But I do think it's interesting because sometimes, you know, Corporate Records Management has really tried to bring a sense of reality sometimes into the work that's being done and, like, things that get communicated out to the records management community. I know early on, Jay Bosanko asked that Cherisse and I be part of the GRS Advisory Committee because, you know, we were sort of lending this, like, "Okay, but from a records management program standpoint, you know, we don't know how to implement this." We've helped refine some of that language. And I said, like, I think and I hope this continues. But you know that we really bring a sense of "Here's how this gets interpreted and is it implementable?"

**Stephanie:** Yes. You're giving, kind of, the boots-on-the-ground perspective.

**Deborah:** Exactly. And I hope that continues because I think that there was the hope that Corporate Records Management would be the model program. Let's hope that someday we get more money, and we can actually have real electronic records management. You know, we're doing the best we can. But I think in being that model and also just being able to work hand-in-

hand with Agency Services to double check, like, “Hey, does this make sense to you all? Can you implement this policy? [pointing finger] Because if we can't implement it, why is NARA putting it out there for other agencies?” Like, “Oh, that's very nice, NARA, but we can't implement it.”

**Stephanie:** Right.

**Deborah:** So why put the policy out there at all? So, I'm really hoping that relationship can continue and be even better in the future.

**Stephanie:** Yeah, that was my next question was just, you know, what kind of collaboration and coordination was happening between Corporate Records Management and the Office of the Chief Records Officer, the Policy Team? And when you were at NRC, did you find the guidance helpful when you were at another agency? You know, if the guidance isn't helpful, then how can you implement it? And I think the Policy Team has tried to create more, like, I don't know, success criteria I think they call it or guidance on things.

**Deborah:** I think that is a great approach . . .

**Stephanie:** Okay.

**Deborah:** . . . on many things because, right now, we're working on web records. And we were just trying to come up with some really practical guidance, like, minus anything else, at least make a PDF copy of your web. Everybody always for years likes to say, “Oh well, the web isn't really the official record.” Well, then where is it? Right? It's not, a lot of times we are writing things specifically now for the web. Web records exist. So we were going to work with them and say, “Annually, do a snapshot of your web pages. Worst-case scenario, create them as a PDF, and we'll figure it out.” But then as we started to work through that process and we went to the team that's been the Web Records Archiving Project—I think that was their title—it's just impossible to get through all the hoops at NARA and all the input of “No, you should be keeping these as work files or WACZ [Web Archives Collection Zipped] files,” or, you know, “Oh, we're not going to take these as PDFs.” Like, all of that complexity, and it's going to cost money. But we are trying to see if we can get, like, some kind of extension on certain accounts so that they could create these files and then maybe preserve our web records that way. But, again, like the guidance and everything out there, it's not that easy to follow.

**Stephanie:** Yeah.

**Deborah:** We really end up jumping through a lot of hoops. But there's also some really good staff in CM now, and they are pursuing this, and they're going out and talking to the right people, and they are coming up with solutions. And so there's part of me that's a bit saddened that I'm not going to be around for that, because I really see that we've really turned a corner, you know, especially because I just feel like we've really staffed well.

**Stephanie:** Yeah.

**Deborah:** And it's exciting times to start seeing that happening. But, alas, I have to go do art. [Laughs] Just bringing that back to my retirement. [Laughs]

**Stephanie:** I thought that you liked art.

**Deborah:** So, I'm going back to do my art that I didn't do for many, many years.

**Stephanie:** That sounds therapeutic. [Laughs]

**Deborah:** I should have stated, too, that, in one of my odd jobs after college, I was working—I'd been a waitress, and then they hired me in the office. And so I started working in the office, and I was doing some of their artwork, like, for their newsletters. I was doing their newsletters and things. And then one day, they took me back to this room and they said, "Could you help us clean this up?" And it was, I don't know, probably a 20-by-20 foot storage room that was a mess of records. And I must state, like, that kind of was my start in records management. It's like, "Okay, let me get this figured out for you." But I always tell people that was kind of my first records management job.

**Stephanie:** Do you have any advice for the next director and ARO [Agency Records Officer], whether it's Dana or someone else?

**Deborah:** [Laughs] Like, stay the course. And have good relationships with people. And also, have a good understanding of the differences within the organizations, you know, like Holdings [Division], the Chief Records Officer, and then our role. And to try to maintain that kind of oversight that I hopefully built up. Yeah. And really, like, try to leverage the skills that we have around NARA. I mean, you think that we should be coming up with the answers when it comes to electronic records.

**Stephanie:** Right.

**Deborah:** We are the experts. That's what we do.

**Stephanie:** How long have you worked for the federal government in total, including your time at NRC?

**Deborah:** It's 25 years, like, when I got hired at NARA back in 2000. So about the time that I will officially retire under the DRP [Deferred Retirement Program].

**Stephanie:** Yes.

**Deborah:** I will have had 25 years almost exactly.

**Stephanie:** Okay. Wow. And then about 15 of those are at NARA. Is that right?



**Deborah:** Yeah. About that. Yeah.

**Stephanie:** A long time.

**Deborah:** I know. I have been a little teary off and on.

**Stephanie:** What do you think you're going to miss the most besides, you know, missing out on any developments in the electronic records management place?

**Deborah:** I will miss that. And there are things that I really like to do. Like, I really do like to write records schedules, as crazy as it sounds. I'm not going to miss trying to get them approved.

**Stephanie:** Yeah.

**Deborah:** And I'm going to miss the people. I think that there's some really good folks in CM. I'll miss that. I just, I really like the culture around NARA. I'm going to miss that. And I'm going to miss coming in. I'm not going to miss coming into it every day. But I do love the building in College Park. Yeah, it's hard not to walk up to that building every day and just be impressed, just the architecture. Yeah.

**Stephanie:** Yeah.

**Deborah:** It has been a very good ride, I must say. Yeah.

**Stephanie:** So we've come up on our time here that we had scheduled. Is there anything that you wanted to quickly talk about that we didn't already discuss?

**Deborah:** Oh, not while you're recording. No. [Laughs] I'm kidding.

**Stephanie:** We can talk about that after. [Laughs]

**Deborah:** I'm kidding. No, I don't really have anything else. I mean, I just hope that records management finds its way in the future. I think with technology, it's a bit worrisome about how that fits in. And I think, you know, people are going to really need to have some expertise in IT to figure it out.

**Stephanie:** Yeah. Yeah. There's a lot of changes coming and hopefully we can keep up with everything, for sure.

**Deborah:** Yeah. Yeah. Quite challenging. Okay.

[END RECORDING]