



**JB Pritzker, Governor**  
**Christina Shutt, Executive Director**

# **ANNUAL** **2022** **REPORT**

## Growing and Improving



Looking through this report, I see a successful institution that is still striving and improving. The people of Illinois can take pride in the Abraham Lincoln Presidential Library and Museum, but they should also take pride in an ALPLM staff that is determined to make the place better and stronger each day.

Examples that stand out to me include:

- Collaborating with Illinois Holocaust Museum to bring a powerful exhibit to the ALPLM and showcase new elements of Illinois history.
- Receiving an award from Downtown Springfield Inc. for welcoming the Old State Capitol Farmers Market to Union Station during the winter months.
- Completing an ambitious oral history project that captured stories of people persevering during the pandemic.
- Expanding internship opportunities at the ALPLM as part of our commitment to the future of museum management and government administration.
- Establishing Team Lincoln, a membership program that guarantees money from our supporters will directly benefit the ALPLM.

The ALPLM also began the process of seeking national accreditation, which will require us to look carefully at what works well and what needs to be improved. Already the American Alliance of Museums has given the ALPLM a vote of confidence by verifying all our core policy documents are in order. I'm confident that when the rest of the accreditation process is over, Illinois taxpayers will have new confirmation that the ALPLM follows the very best practices for safeguarding historic treasures, serving visitors, and spending public funds.

We have big plans for 2023 and beyond. We hope you'll be a part of them.

Christina Shutt,  
Executive Director  
ALPLM

## Building Bridges



Too often, museums can seem like fortresses. They collect their treasures, hide them behind thick walls, and carefully control who gets to see them. They may be *in* the community, but they aren't necessarily part *of* the community.

I'm happy to see the Abraham Lincoln Presidential Library and Museum successfully resisting any temptation to be one of those fortresses. Museums function best when there's a give and take with the community. New ideas pop up. New partnerships develop. New resources become available.

Under Executive Director Christina Shutt, the ALPLM seized on opportunities to connect with the community in fiscal 2022.

It took part in Downtown Springfield holiday walks and collected donations for people in need. It devoted display space to objects on loan from people and groups telling local stories. It hosted a farmers market. It offered free reading programs and free admission for community groups. It expanded access to historic treasures like the Gettysburg Address and the Emancipation Proclamation.

The Abraham Lincoln Presidential Library and Museum continues to be *the* place to learn about Lincoln. When people want to know about America's greatest president, they turn to this library and museum. That's because the library has the records and artifacts that tell his story, the museum has the tools to bring that story to life, and the staff has the expertise to help people appreciate the story.

But it's important to remember that Abraham Lincoln did not exist in a vacuum. His story cannot be separated from the broader story of Illinois. The ALPLM must also be the home of Illinois history. The museum explored a fascinating part of Illinois history with its "State of Sound" exhibit, and I expect more great things from "Here I Have Lived," next year's exhibit on the ways people have made Illinois their home.

Here's to 2023!

Gary Johnson  
Chairman  
ALPLM Board of Trustees

# Board of Trustees



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## Welcoming Visitors

As operations began returning to normal after the worst of the Covid-19 pandemic, the ALPLM invested time and energy into ensuring guests – all guests – would have a wonderful experience. This meant offering new exhibits and updating old ones, providing new services, and reaching out to groups that might have felt the ALPLM of the past could not meet their needs.

The centerpiece of our outreach efforts was “Abe for All.” Launched by the Guest Experience Division, this initiative featured a series of learning experiences to help the ALPLM understand how to make the institution more welcoming while promoting diversity and inclusion as we work to make President Lincoln’s legacy accessible to all.



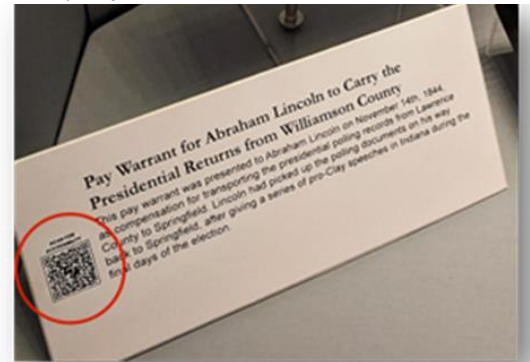
**A sign language interpreter at the Ghosts of the Museum show.**

The Guest Experience team conducted a full inventory of our current offerings under the Americans with Disabilities Act. This was the first step in a long-term plan for improving ADA compliance.

That was followed by our first “Abe for All” event on March 3 – World Hearing Day. The museum hired sign language interpreters to assist with guest visits. The theaters were interpreted and captioned, and captioning was available throughout the journeys. Then on April 2nd, a “sensory friendly” evening was held for people who can be overwhelmed by intense light, strong sounds and large crowds. Museum sound and lighting were adjusted to make them less intrusive, and families received special tools to help during their visit. Each event attracted more than 100 guests who gave important feedback on making the museum more accessible every day. More “Abe for All” events have been scheduled for FY2023.

The Exhibits Division and Guest Experience Division collaborated to expand the use of QR codes throughout the museum. Simply by pointing their phones at the codes, guests can call up easy-to-read transcriptions of documents or audio of the documents being read. This tool enriches the experience for all visitors but especially for those with visual difficulties.

Example of a QR code



A different way of making everyone feel welcome is to review museum content to ensure that it is fair and inclusive. One such review led to an overhaul of the labels in the Blue Room exhibit, where Mary Lincoln and Elizabeth Keckly are shown surrounded by the dresses of other Washington women of the 1860s. Labels and interpretation in the room had focused on the women as social rivals competing for status based on their fashion sense or skill at hosting parties. New labels spotlight their other interests, notable accomplishments and their roles in influencing politics and policy. Visitors are now encouraged to “consider the ways women navigated complex and sometimes contradictory roles.”

Another exhibit change took place in the reception area where visitors wait for the *Ghosts of the Library* show to begin. Display cases there had been used to highlight a long list of unrelated artifacts. Now the space is devoted to telling Illinois stories with objects and photos on loan to us from a wide range of Illinoisans. Among the topics featured so far are Black sororities, foodways, education, and communities.

The ALPLM also made sure people visiting the library building would find something special waiting for them. The “Lincoln’s Life in Letters” exhibit explores some of the most important



Exploring “Lincoln’s Life in Letters” in the library atrium

documents Lincoln and his family ever wrote and presents over-sized, high-quality reproductions so people can see every detail.

The children's space formerly known as Mrs. Lincoln's Attic is being redesigned to offer young visitors a more productive experience that shows them what it means to be part of a democracy. While its doors are closed, the ALPLM has enhanced the History Detective program to keep kids engaged during their visit. Visitors can now get the card to start the game without tracking down a staff member and they can play without a cumbersome clipboard. There is also a digital version to reduce waste and satisfy guests who want to play on their cell phone. People who prefer images over text can even play a picture-based version of the game.

Depending on when they visited, guests could explore special exhibits on Illinois music or on refugees starting life anew after fleeing genocide.

*The State of Sound: A World of Music from Illinois* wowed visitors with its mixture of unique artifacts and compelling videos. The exhibit ran from April 2021 through January 2022 in the museum's Illinois Gallery, which our team transformed into the backstage of a concert venue, complete with loading docks, rigging ropes, and the bangs and clanks of workers preparing for a show.

Museum staff rounded up a Miles Davis trumpet, a suit Common wore when he performed at the Oscars, the personal mementos that helped John Prine control his stage fright, a harmonica played by Howlin' Wolf, and on and on. They also created mini-documentaries exploring the state's contributions to thirteen musical genres and built a working studio that was used for radio broadcasts, mini-concerts, and recording podcast episodes.

Howlin' Wolf artifacts



State of Sound wowed visitors (including some of the artists it featured) and received a "Superior Achievement" award from the Illinois Association of Museums

That was followed by the powerful *Stories of Survival: Object. Image. Memory*. Created by Illinois Holocaust Museum & Education Center, it collects personal treasures and mementoes carried by people fleeing violence around the globe. Each item is accompanied by a picture showing the artifact and handwritten notes from the owner. The exhibit tells stories from Germany, Cambodia, Rwanda, Bosnia, and more. Artifacts include a beloved doll, tattered recipe cards, an ornate dish, and a jade pendant.

The ALPLM team also rebuilt the Mr. Lincoln Theater for showings of a special film connected to the exhibit. *A Promise Kept* surrounds the audience with images as it tells the story of Frieda "Fritzie" Fritzhall, who survived the Holocaust because the women in her barracks gave her precious crumbs of their bread each night in the hope that the youngest among them might live to tell the world what had happened.



Photos from *Stories of Survival* combine personal mementoes with notes from their owners.

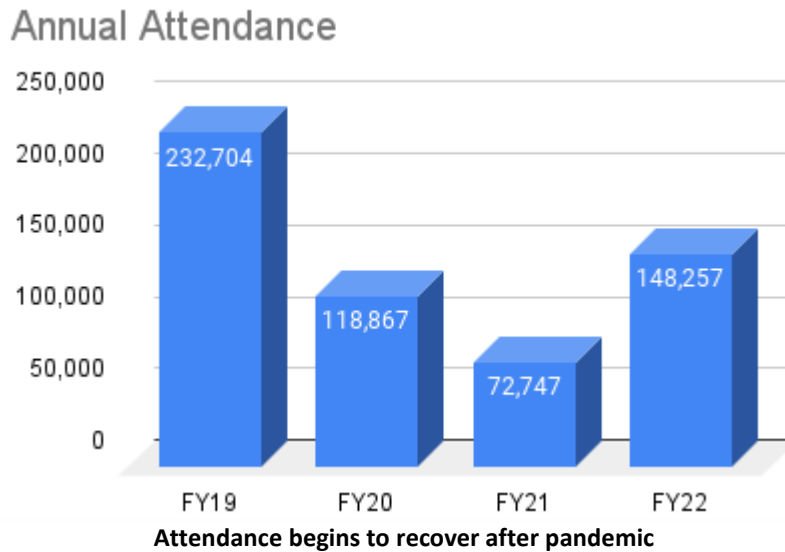
A new ALPLM play, *Small Beginnings*, debuted in February for Black History Month. The one-act play, created under the leadership of Reggie Guyton, takes the audience to Charleston, South Carolina, during the Civil War, where an enslaved man named Robert Smalls is being forced to serve as a pilot on a Confederate ship. Smalls comes up with a daring plan: commandeer the ship and sail to freedom. He convinces the other enslaved men in the crew to participate, arranges to pick up their families in the dead of night, puts on a hat to impersonate the ship's captain, and boldly sails past the harbor's many forts and ships.



ALPLM actors Reggie Guyton and Randy Erwin in *Small Beginnings*



Visitors had a diverse array of special events to enjoy through the year. Simon Tam mixed music with the story of a legal battle that went all the way to the Supreme Court. Tamika Nunley explored the struggles of Black women living in the nation’s capital as the Civil War neared. Smashing Pumpkins drummer Jimmy Chamberlin described his love of music and his struggles with addiction. Edward Curtis put the spotlight on Syrian Muslims who settled in the Midwest more than a century ago.



The ALPLM held a series of “Abe Appreciation” events to thank people who make the community a better place and to remind them what a gem Springfield has in the Abraham Lincoln Presidential Library and Museum. The groups honored include teachers, medical staff, first responders, not-for-profit volunteers, and hospitality workers. Members of each group received free admission.

The ALPLM offers many opportunities for people to share in Lincoln’s legacy without worrying about cost. Admission was free during the evenings of the annual Downtown Springfield Holiday Walks and on select days throughout the year. The ALPLM is also part of the “Museums for All” program that offers reduced admission for low-income families. In all, more than 3,000 people visited the museum free or at significantly reduced prices. And when the Emancipation Proclamation was put on display for the Juneteenth holiday, it was placed in the library building, where anyone could see it without paying the museum admission fee.

Once again, these efforts paid off with a Travelers’ Choice award from Trip Advisor. This means the ALPLM ranks among the top 10 percent of destinations around the world.



## Studying the Past

At the heart of the ALPLM’s mission is the job of preserving and studying material from the state’s past. Sometimes that means using tools that have been around for decades to repair and store treasures from the past. But sometimes it means picking up unfamiliar tools and looking at the past in brand-new ways.

Both approaches apply to the desk where Abraham Lincoln wrote most of his First Inaugural Address. The desk had been displayed at the Old State Capitol for years with little effort to protect it from climate variations or curious visitors. After reclaiming the desk, the ALPLM sent it off to be meticulously restored by experts. They disassembled the desk, researched similar desks of the period, repaired ahistorical changes that had been made over the years, and put it back together as close as possible to the way it looked when Lincoln wrote his momentous speech.



The restored “merchant’s desk” where Lincoln wrote most of the First Inaugural Address.

Then we took the desk into the digital world by using a special scanner to produce a 3D image of it. Without ever touching the desk or even visiting the ALPLM, people can study the desk in incredible detail – zooming into cubbyholes, spinning it around, looking underneath – simply by visiting [www.PresidentLincoln.Illinois.gov/3D](http://www.PresidentLincoln.Illinois.gov/3D).

Scanning the desk was part of a larger scanning project that was completed in fiscal 2022. The work was funded by a Governor’s Emergency Education Relief grant through the U.S. Department of Education, which allowed the ALPLM to scan about 120 objects and purchase three scanners so the work can continue.



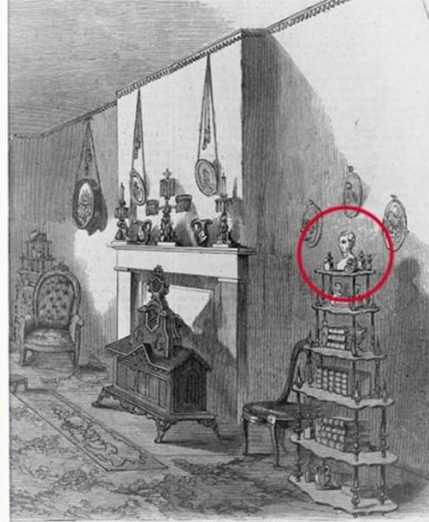
**A 3d scan of the desk.**

The ALPLM also was awarded a grant to digitize Lincoln-related images and post them online. The “Picturing Lincoln” project will create digital versions of 7,896 individual items, from posters to photographs to stickers. The work will begin with hundreds of “broadsides,” or posters, such as the one announcing a \$100,000 reward for President Lincoln’s killer. Other items to be digitized include a Lincoln family photo album, a schedule for the train carrying his body to Springfield for burial and the only surviving photograph of Lincoln’s body lying in state. The images will be available online in the summer of 2023.

Library staff solved a longtime problem by finding a new offsite location to store the ALPLM’s massive microfilm collection. Industry best practices call for master copies of microfilm to be stored away from the library. While the Old State Capitol had been the storage site, it suffered environmental problems and is undergoing renovations, so a new site was needed. The masters are now housed out of state by an industry-leading company. They also are taking over the job of creating duplicates when researchers request them. That means the ALPLM does not have to invest money in replacing its outdated duplication equipment.



Bust by Leonard Volk



Contemporary illustration of the bust in the Lincoln home

The big acquisition of the year was a bust of Abraham Lincoln that had belonged to Lincoln himself. The bust was given to Lincoln by sculptor Leonard Volk the day Lincoln received the Republican presidential nomination in 1860 and was displayed in the Lincolns’ home until they left for Washington.

Volk sold many copies of the bust, which portrayed Lincoln as strong and dignified at a time when Eastern voters feared he was a frontier buffoon. Illinois First Lady MK Pritzker purchased the sculpture at auction and donated it to the ALPLM.

The Research Division saw two major changes in fiscal 2022: the selection of Brian Mitchell as director of research and interpretation and the retirement of oral history director Mark DePue.

Mitchell, an expert on Reconstruction, had taught at the University of Arkansas at Little Rock for 16 years, first as an adjunct professor and then as a tenure-track assistant professor. He is also the co-author of “Blood in Their Eyes: The Elaine Massacre of 1919” and author of the award-winning graphic novel “Monumental: Oscar Dunn and His Radical Fight in Reconstruction Louisiana.”

Dr. Mitchell



DePue founded the ALPLM’s oral history program, which has collected hundreds of interviews about Illinois life from the field to the classroom to the governor’s office. A graduate of West Point, DePue was an expert on Civil War battles and also wrote “Patrolling Baghdad: A Military Police Company and the War in Iraq.”

The Oral History Program wrapped up a major project during fiscal 2022: *Tumultuous 2020*, a look at the chaos and uncertainty during the worst of the Covid-19 pandemic. The project collected about 80 oral histories. The people who shared their stories include teachers, college students, business owners, nurses and

undertakers. Some led efforts to keep the public safe, others scrambled to save businesses and community groups, and most simply endured.



Images from the Tumultuous 2020 project.

The Research Division presented the 24<sup>th</sup> Annual Conference on Illinois History, drawing scholars who shared research on all eras of the state’s past. Topics included a trail that was key to Illinois’ early development, Chicago’s racial violence of 1919, and life under the state’s racist “Black codes.”

The Papers of Abraham Lincoln continued to make Lincoln’s life accessible to people everywhere on the planet. More than 25,000 patrons visited the PAL website, where 300 documents and 500 biographies were added over the course of the year. More than 100 of those documents related to Lincoln’s role in the 1854 elections and his failure to capture a Senate seat in 1855, giving historians unprecedented access to an important chapter in the Lincoln story.

The Research Division also authored the content for the ALPLM’s next big temporary exhibit, *Here I Have Lived: Home in Illinois*. The exhibit will explore the ways people have made Illinois their home over the centuries, from the Mississippian people of Cahokia Mounds to the thousands of Black people who made up the Great Migration to modern immigrants.

The historians played key roles in rewriting material about the women of Washington in the ALPLM’s Blue Room exhibit and in working with communities to make use of display space in the waiting area for “Ghosts of the Library.”

## Sharing Knowledge

The goal of sharing information with the public is built into everything the ALPLM does. Some programs, however, have education as their fundamental purpose.

Sometimes the goal is to teach teachers. The Education Division partnered with the Gilder Lehrman Institute for the *Lincoln Speaks* symposium. Twenty-one teachers from Indiana, Illinois, and Nebraska spent a week at the ALPLM and in intensive lectures with a noted Lincoln historian. Almost 100 teachers joined online.

The ALPLM offered an array of professional development opportunities for educators throughout the year and awarded 3,772 professional development credits to 1,111 participants. In all, the educators who got assistance from the ALPLM in fiscal 2022 serve 41,745 students.

The ALPLM also serves students directly, of course. The annual Back to School Bash was moved outside and given a more service-oriented focus to help parents and children prepare for the school year. About 325 people participated – a significant jump from previous years.



Little Lincoln's Fireside Tales at the farmers market.

The ALPLM held a read-a-thon, in conjunction with Springfield's Lincoln Library, that collected more than \$2,500 worth of books. The Little Lincoln's Fireside Tales reading program went on the road, with after-school events for Compass for Kids and at the downtown Springfield Farmer's Market.

The innovative Future Presidents of America program continued teaching the fundamentals of leadership and charity to promising students from area high schools. Significantly, most participants continued to work with the ALPLM after the week-long program was over. They volunteer at events or to do behind-the-scenes work, putting into practice what they learned from speakers such as Illinois Supreme Court Justice Anne Burke, activist Sunshine Clemons, and arts educator Onyx Montes.



**Education Director Heather Nice assists a student in the Future Presidents of America program.**

More than 1,600 students around the state participated in Illinois History Day competitions organized by the ALPLM, and 599 of them advanced to the state competition, where 69 students advanced to the national competition. Four projects received special awards and were showcased at national museums. Four projects advanced to the finals round, with two winning their competitions.

In addition to their research work, our historians shared their expertise whenever possible. They launched a History Happy Hour program with the Illinois State Museum, spoke to visiting teachers and students, gave interviews to news organizations, and contributed to the ALPLM blog. In all, they took part in about 50 outreach opportunities.

Our library staff served the public in person, online, and over the phone.

They assisted 750 people who visited for research appointments, up 76 percent from the previous year. More than one-third of those researchers were first-time visitors to the library, indicating that the pool of people using our services continues to widen. The researchers checked out 4,951 items during their visits, a 64 percent jump from the year before.

Staff also pulled 632 items from the library’s collection for use elsewhere at the ALPLM – 290 for exhibits and 342 for presentations, such as our “Tales from the Vault” series.



**Manuscripts manager Chris Schnell speaks to a guest at a Tales from the Vault event.**



# Behind the Scenes

## Finance

A major accomplishment for Finance was taking over financial functions that previously had been handled by the Abraham Lincoln Presidential Library Foundation. The agreement between the ALPLM and the private foundation expired at the end of March 2021, and the foundation refused to consider a new agreement that would have required more transparency and greater collaboration between the two organizations.

The end of this relationship provides ALPLM more control and better prospects for long-term fundraising to offset reliance on tax dollars. It also gives taxpayers a clearer picture of ALPLM finances by subjecting all expenditures to state procurement processes and reporting and audit requirements. Transition activities included establishing a trust fund and related accounting processes, implementing a membership program, obtaining contracts for goods and services that were previously procured and paid through the foundation, and establishing positions for a development office to implement fundraising strategies.

The division also oversaw improvements that yielded better results with state auditors. Audit results released during FY2022 showed just 12 material findings, compared to 15 two years earlier, and two immaterial findings, down from 15. The most notable improvements came from the Board of Trustees’ adoption of a comprehensive collections policy with controls to improve accountability and reduce the risk of improper loans

| Fund               | FY21 Budget         | FY22 Budget         | % Change      | FY21 Spend          | FY22 Spend          | % Change      |
|--------------------|---------------------|---------------------|---------------|---------------------|---------------------|---------------|
| General Revenue    | \$7,624,300         | \$7,969,300         | 4.50%         | \$7,229,155         | \$7,770,734         | 7.50%         |
| Tourism Promotion  | \$3,600,000         | \$3,600,000         | 0.00%         | \$3,176,713         | \$3,318,598         | 4.50%         |
| ALPLM Operating    | \$2,650,000         | \$4,154,000         | 56.80%        | \$684,973           | \$1,538,419         | 124.60%       |
| King Hostick Trust | \$100,000           | \$258,000           | 158.00%       | \$34,014            | \$131,681           | 287.10%       |
| ALPLM Public Trust | N/A                 | N/A                 | N/A           | \$ -                | \$12,691            | 100.00%       |
| <b>Totals</b>      | <b>\$13,974,300</b> | <b>\$15,981,300</b> | <b>14.40%</b> | <b>\$11,124,855</b> | <b>\$12,772,123</b> | <b>14.80%</b> |

## Marketing

The ALPLM lunched a full stack marketing campaign entitled “Embrace Hope” around our *Stories of Survival* exhibit. It included digital, tv, radio, and tourism magazine ads. New to the marketing mix this year were ads on buses and partnering with Springfield’s new prep baseball team, the Lucky Horseshoes. The ALPLM also worked with Downtown Springfield Inc. and Memorial Foundation to promote the Downtown Holiday Walks, when the museum remained open late to welcome evening visitors. To spread the word about *Stories of Survival*, the ALPLM forged new relationships with regional Jewish groups and placed ads in their newsletters in Springfield, Peoria, Champaign/Urbana, the Quad Cities, and St. Louis.

Because many of our programs are free, the ALPLM doesn’t often spend money on marketing specific events. However, this year the marketing team coordinated campaigns to drive attendance to Lincoln’s Birthday/Read-A-Thon, drummer Jimmy Chamberlin’s performance,

and the Holiday Walks. The results were gratifying. On Lincoln’s birthday, attendance once again reached pre-Covid levels, and the theater was completely filled, with a waiting list, for Chamberlin.

### **Volunteer Services**

In FY2022, approximately 500 volunteers donated a collective 23,202 hours to the library and museum. The volunteers’ essential role of greeting and guiding visitors provides a level of customer service that sets this institution apart from other museums and historic sites. Much of the ALPLM’s online praise mentions the knowledgeable volunteer corps and their efforts to enhance visits.

This past year, Volunteer Services was able to begin recruiting more volunteers to the ranks after encountering the setbacks of the pandemic. More orientation and trainings sessions are planned in FY2023 to expedite recovery.

*A volunteer greets visitors*



### **Venue Rentals**

The rental program successfully updated its policies for the first time in 16 years. The policies were rewritten in an outline format, so it is easier to reference a particular section when working with a client. Every section was reevaluated with a lens for improving the client experience and safety. These new policies provide more options for rental space in the park and Union Station and allow for wedding ceremonies.

Additionally, supervision of the program was moved from Guest Experience to the Public Programs and Community Engagement Division to align with the goal of expanding community access to the ALPLM.

### **Human Resources**

HR got a new director in Marlene Allen. As an experienced SHRM-certified professional, she brings a proven track record of success to this role. Allen previously oversaw personnel and training and development for the Cook County Clerk of the Circuit Court.

The division posted ALPLM job vacancies to a broader more diverse audience (e.g. electronic sources, social media, professional associations, nonprofit organizations, job boards, affinity groups, etc.). When interviewing candidates, at least one question focused on diversity, equity and inclusion. These strategies resulted in a 50 percent increase in diverse hires for the fourth quarter of fiscal 2022.

The ALPLM also achieved 100% completion for Diversity, Equity and Inclusion Training on Jan. 31, 2022. This included employees and the Board of Trustees. That made us the first state agency to achieve 100% compliance.

## Membership

The ALPLM launched a membership program, Team Lincoln, in December 2021. All membership money raised helps us to continue researching, collecting, and sharing stories of Lincoln and Illinois with visitors from all over the world. Members get added benefits of seeing our collection up close and on a personal level. Over 600 supporters have joined our team. Before the membership was rolled out, the Guest Experience & Marketing Division offered learning sessions to staff and volunteers to prepare them for the new program.



Kevin Cronin of REO Speedwagon with his Team Lincoln card.

## Legislative Affairs

On May 27, 2022, Gov. JB Pritzker signed [SB302](#). The new law transformed the position of state historian from a full-time job held by someone at the ALPLM to a rotating appointment similar to the position of U.S. poet laureate. The change means more historians with expertise in different elements of Illinois history will get opportunities to share their ideas and energy with the public. The ALPLM will have a role in selecting the state historians and in helping them fulfill the duties of the role.

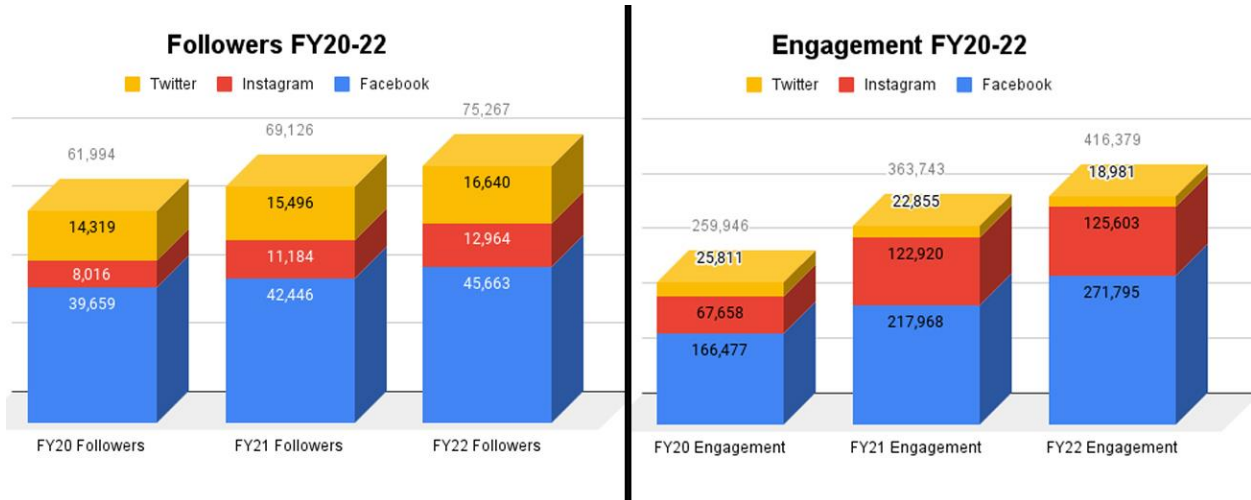
The legislation also ended the requirement that the ALPLM work with a specific private foundation on its fundraising and educational efforts.

## Communications

For Communications, most of FY2022 was spent jumping from one positive announcement to another. The division oversaw public outreach about restoration of the Lincoln Inaugural Desk, free concerts, acquisition of a Lincoln bust, opening of *Stories of Survival*, and the launch of an “Abe for All” initiative.

The division also led the creation of a new [online tool](#) meant to educate people about the Gettysburg Address and highlight the significance of the ALPLM owning a copy of this legendary speech.

Division staff made about 2,000 posts on social media, sent 38 news releases, edited 20 articles for the ALPLM blog, and shot hundreds of photos of events, artifacts, and documents.



## **ALPM Senior Staff** (as of Dec. 31, 2022)

Christina Shutt, executive director

Melissa Coultas, chief of staff

Toby Trimmer, chief operating officer

David Kelm, general counsel

Marlene Allen, human resources director

Brett Cox, chief financial officer

Joe Crain, public programming and community engagement director

Lauren Dodge, development director

Lisa Horsley, library services director

Patty Knepler, director of marketing and guest experience

Ralph Miller, facility services director

Heather Nice, education director

Lance Tawzer, shows and exhibits director

Jeremy Tedrow, IT director

Christopher Wills, communications director

Annual report edited by Communications Director Christopher Wills.  
Cover by Amanda Flatt.