

**Alaska Natural Resources  
Library Group  
Reinvention Laboratory**

**Interim Report**

**October 1, 1997**

## Contents

ACKNOWLEDGMENTS .....	3
CHARTER .....	4
MISSION STATEMENT .....	6
EXECUTIVE SUMMARY .....	6
INTRODUCTION .....	10
METHODOLOGY .....	14
Focus Groups	
Survey	
Benchmarking	
UNRESOLVED ISSUES .....	21
SUMMARY .....	21
MANAGEMENT STRUCTURE .....	22
POLICIES .....	25
ESTIMATED ANNUAL OPERATING EXPENSES .....	37
REINVENTION LAB TEAM MEMBERS AND CONSULTANTS .....	39
Lab Team Members	
Management Advisory Group	
Legal Team	
Consultants	
APPENDIX A – Focus Groups Report. ....	43
APPENDIX B – Survey and Survey Summary .....	60
APPENDIX C – Legal Agreements .....	63

## **Acknowledgments**

The Library Reinvention Lab Team would like to thank the many individuals and groups who have provided input during the reinvention process. Key supporters include the Alaska Congressional Delegation: Senators Ted Stevens and Frank Murkowski and Representative Don Young; Lieutenant Governor Fran Ulmer; former Alaska State Senator Arliss Sturgulewski; and the various state legislators who have been in contact with us. In addition, the Team appreciates the time and comments of library patrons and the involvement and support of the Anchorage Municipal Libraries and other interested librarians. Finally, we thank the staff and trainers of the U.S. Department of the Interior Reinvention Laboratory Office who provided direction, structure, and advice throughout this effort.

# **Charter**

## **Alaska Natural Resources Library Group**

### **Reinvention Laboratory**

To support Vice President Gore in creating a government that works better and costs less, the Department of Interior is utilizing the reinvention laboratories as a mechanism to identify new ways of accomplishing our mission and improving service to our customers. The Reinvention Laboratories should set the pace for the Department—constantly striving to find new and better ways of doing things, identifying ways to do our jobs better and faster and with the same or fewer resources. Laboratories are agents-of-change to achieve these goals.

Those of you working in the laboratories will have a special role to play. You will need to continue thinking boldly and taking risks. You will need to break down barriers that stand in the way of getting the job done in the right way. You will need to identify and drive out rules and regulations that just don't make sense anymore. The laboratories are a vehicle to commit the Department and other agencies to a process of constant change and improvement.

Support from the Administration, the Department of the Interior, the Bureau Directors, and the Office Heads for the laboratories is vital. It will include, at the appropriate levels:

Waivers to operate within the law but liberated from regulations and policies which hinder progress.

Freedom to be creative and innovative, take risks, and provide incentives for change within the law.

Adequate time to evaluate the long-term success of their effort.

Budgetary support where needed.

Empowerment.

Each Laboratory Team is accepting this charter makes a commitment to:

Attend the appropriate modules of reinvention training.

Utilize fully the principles and tools of quality management/reengineering.

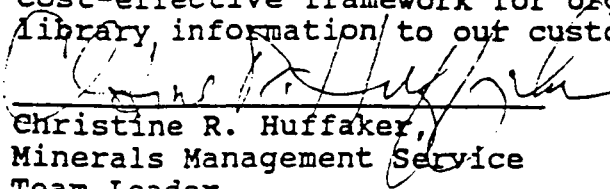
Involve management in the process through updates or other appropriate mechanisms.

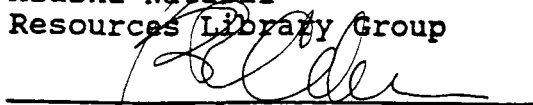
Facilitate a team-based approach to the issue.

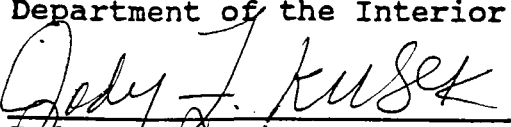
Be creative, innovative, risk-taking, and customer-focused.

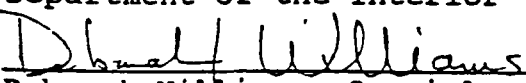
Laboratory Title and Charge:  
Alaska Natural Resources Library Group

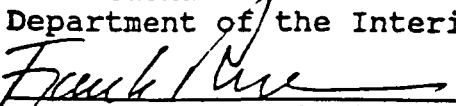
To design an innovative partnership that provides a responsive and cost-effective framework for organizing, managing, and delivering library information to our customers.


  
Christine R. Huffaker,  
Minerals Management Service  
Team Leader  
Alaska Natural  
Resources Library Group


  
Bonnie Cohen,  
Assistant Secretary for Policy  
Management and Budget  
Department of the Interior

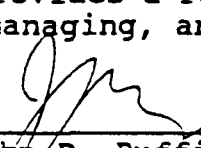
  
Jody Kusek, Director of Planning  
and Performance Management  
Department of the Interior

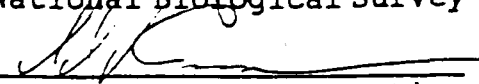
  
Deborah Williams, Special  
Assistant to the Secretary  
for Alaska  
Department of the Interior

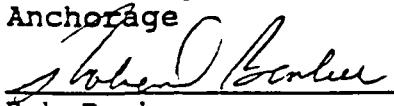
  
Frank Rue, Commissioner  
Alaska Department of Fish and Game

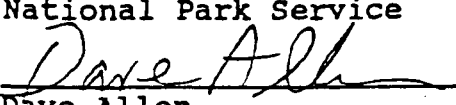
  
E. Lee Gorsuch, Chancellor  
University of Alaska Anchorage

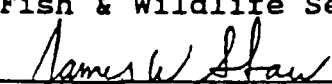
  
Tom Allen,  
Alaska State Director  
Bureau of Land Management

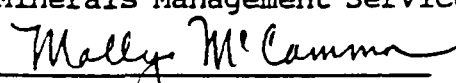
  
John D. Buffington,  
Director  
Alaska Science Center  
National Biological Survey

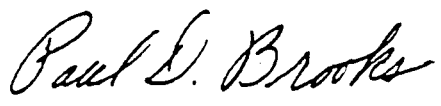
  
Sal Cucarrese, Acting  
Director, Environment and  
Natural Resources Institute  
University of Alaska  
Anchorage

  
Bob Barbee,  
Field Director  
National Park Service

  
Dave Allen,  
Regional Director  
Fish & Wildlife Service

  
James W. Shaw,  
Acting Regional Director  
Minerals Management Service

  
Molly McCammon,  
Executive Director  
Exxon Valdez Oil Spill  
Trustee Council

  
Paul D. Brooks  
Director's Representative for  
Alaska  
U.S. Geological Survey

## **Mission Statement**

The mission of the Library Reinvention Lab Team is to design through an innovative partnership a responsive and cost-effective framework to organize, manage, and deliver information necessary to support the decision-making and research responsibilities of our funding agencies and other customers.

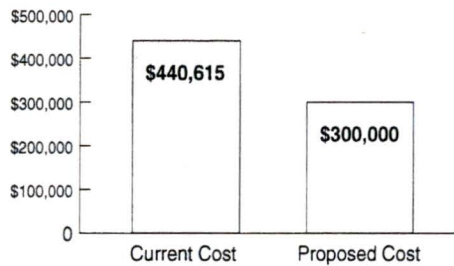
## **Executive Summary**

Government downsizing and budget constraints over the past few years have had far-reaching effects on many government programs, projects, and agencies. In Alaska, several libraries housed within agencies of the U.S. Department of the Interior (DOI) experienced severe cuts in budget and staff that greatly reduced service and efficiency. Fearing more cuts and possible loss of the collections, a group of librarians began exploring the idea of consolidating the affected libraries and sought participation from other libraries that would complement the DOI collections. The mix for the proposed consolidated library eventually included the libraries of four federal agencies, one state agency, one university unit, and one joint federal/state agency.

Concerns regarding library consolidation voiced by agency staff (through customer surveys, focus groups, and direct contact) included loss of control and loss of collections, costs of consolidation and operation, level of service, and the inconvenience of an off-site location. The Reinvention Lab Team found that non-agency patrons, too, were concerned about loss of collections, spreading the costs equitably among all users, and an easily accessible central location.

The Reinvention Lab Team envisions a library that can provide library services at a lower cost by consolidating the libraries in one location and by lowering operating expenses through combining staff and collections. In addition, some revenue will be generated through the collection of fees for specialized services to consultants, research firms, and other non-founding agencies. The overall organization of the library is designed to allow other libraries to join in the future. Interest in joining the consolidated library has already been expressed by the Joint Pipeline Office and the U.S. Army Corps of Engineers.

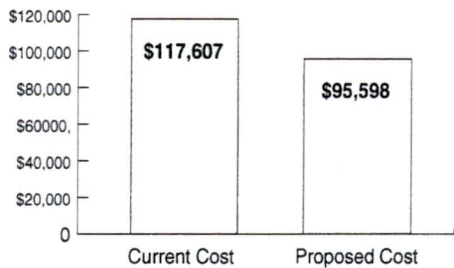
## Major Cost Savings



Combining **SPACE**



Save **32%** Annually



Combining **BOOKS,  
JOURNALS & INDEXES**



Save **19%** Annually

The Reinvention Lab Team makes the following recommendations:

### **Management Structure**

The governance structure should be designed so that library staff have input into the library budget process and collections. The governing body should be made up of three segments: a **Founders Board** composed of the heads of agencies that have a continuing commitment to the library; **Public Workshops** open to federal and state agencies, users from the university and the public; and the **Library Management Team**, made up of the library staff of the consolidated libraries.

Each segment of the governing structure should have important responsibilities in helping to meet the needs of the founders and customers. These responsibilities include:

**Library Management Team** will be responsible for daily operations and policy and budget development.

**Founders Board** will exercise policy and budget approval.

**Public Workshops for User Input** will provide the Library Management Team and the Founders Board with recommendations concerning library operations and services, as well as review and comment on proposed policies.

Further, the Team recommends:

- ◆ a management structure that allows for and takes into consideration input from all user groups
- ◆ equitable distribution of costs, including collections, staff, and operating expenses
- ◆ a flexible membership structure
- ◆ reasonable fees for specialized services
- ◆ membership discounts
- ◆ free access to the library and its materials on-site
- ◆ substantial contributions by Founders supporting their ongoing library use.



These recommendations will be applied to several identified “user groups” as listed below, and each will have an associated cost/fee structure (currently under development):

**Founding Agency Staff** will receive all services at no additional cost, providing that the amount of service is generally in proportion to the agency’s contribution;

**Members** will pay an annual membership fee qualifying for specialized library services at a reduced rate (25-50%);

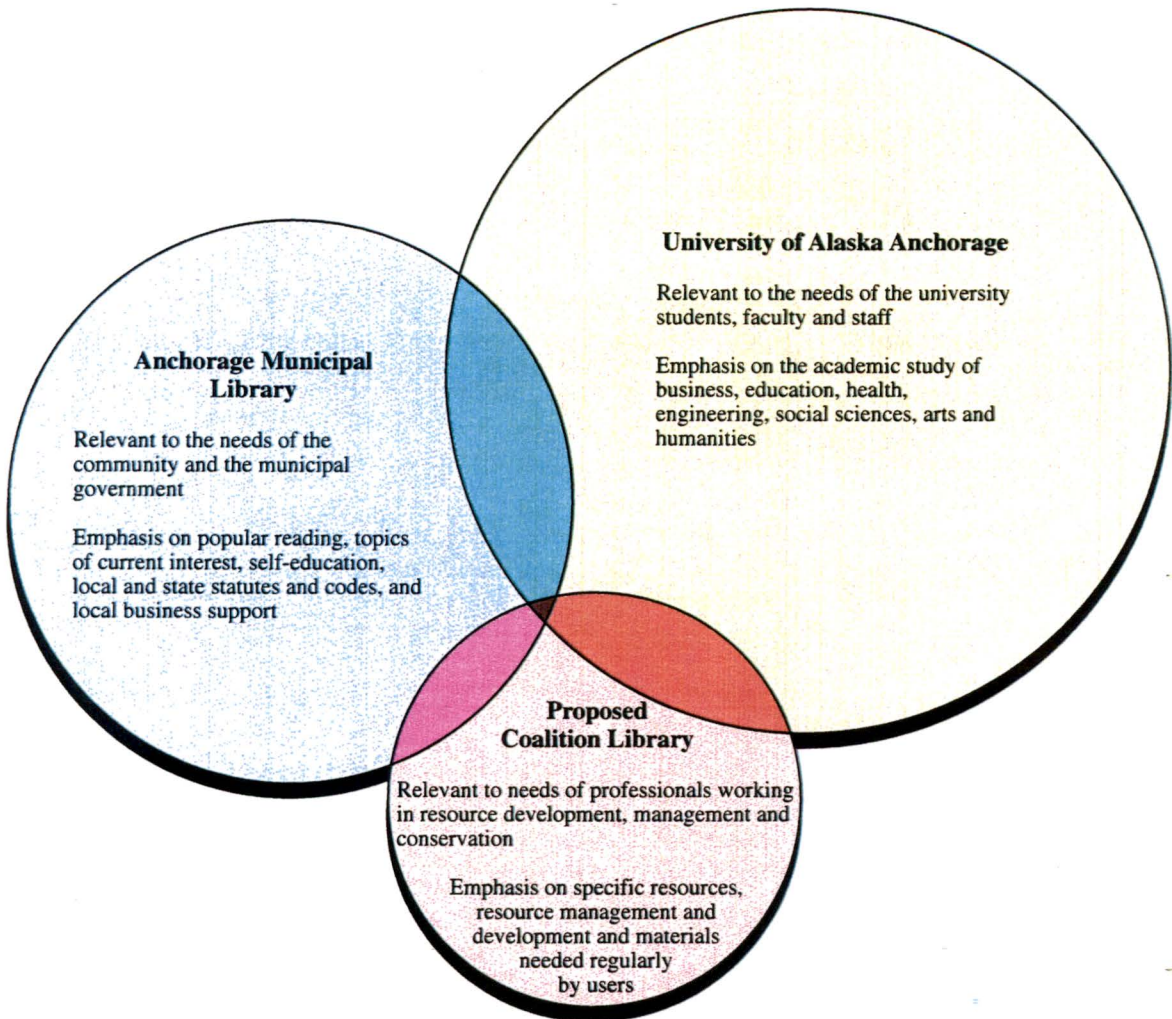
**General Public** will have free use of library resources on-site but will be charged for photocopies, interlibrary loans, and other specialized services.

Finally, the Team recommends the consolidated library be centrally located and have adequate parking and accessibility.

The Library Reinvention Lab Team offers these recommendations for the consolidated library after in-depth research and discussion. The recommendations fulfill the Team’s mission by providing a “cost-effective framework to organize, manage, and deliver information necessary to support the decision-making and research responsibilities of our funding agencies and other customers.” The name chosen for the consolidated library, Alaska Resources Library and Information Services (ARLIS), is reflective of this vision.

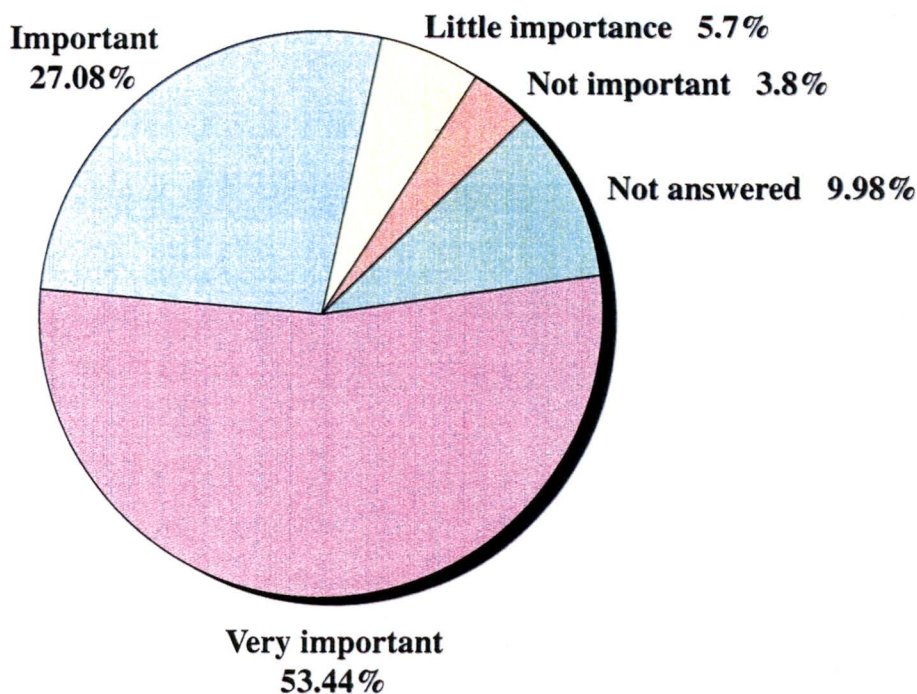
## Introduction

Alaska's specialized libraries and their professional staff provide a unique service for the research and management of Alaska resources. In the Anchorage area different types of libraries are available providing very different types of service.



The Anchorage Municipal Libraries serve the local population with popular literature and business-oriented collections. The University of Alaska Anchorage (UAA) Consortium Library houses a collection for students studying a wide variety of academic fields. The specialized libraries in Anchorage are research-based facilities catering to the resource management functions of the parent agencies. Agency staff both in the Anchorage area and those in remote field locations rely heavily on these libraries for their research needs. The libraries are staffed by librarians whose unique expertise is relevant to resource development, management and conservation.

How important is it to have a professional librarian who specializes in the type of information you need?



The importance of a professional librarian is expressed by survey respondents:

*"The librarian enables me to spend less time doing searches, and more accurate searches than I am able to do on my own. The librarian is also knowledgeable in my subject area and usually knows areas to search that I am not aware of."*

*"Natural resources data acquisition is a highly specialized field that VERY FEW regular librarians understand or are competent in. We use a specialized literature that is typically not readily available through "typical" reference materials. A great deal of information is contained in "gray" literature . . . not considered "published" or widely distributed. The collections . . . are priceless in their value to natural resources professionals. It is my impression that, in general, upper management has no clue just how valuable these collections are."*

Collections held by the special libraries are Alaska resource-specific and contain many items available nowhere else. Having the particular kinds of information held by Anchorage's special libraries available locally is crucial for the successful management of state and federal resources in Alaska.

Downsizing and budget shortfalls at state and federal levels have put several of Anchorage's special libraries at risk, with impacts ranging from inadequate staffing levels to closure. Over the past few years, the quality of service, amount of service, and speed with which that service can be performed have diminished drastically. All of the special libraries are at minimum staffing levels. In some cases, staff has been reduced to one person, so that the collection is unavailable when the sole librarian is ill or attending to other business. In other cases, hours of operation have been cut, and one library was actually closed and its collection boxed up and placed in storage. The small separate libraries were having a difficult time meeting the needs of their agencies. Unless some changes were made, the decision-making capabilities of many agencies would suffer due to lack of access to needed information resources.

To address and explore options for solving these problems, the librarians involved formed the Alaska Natural Resources Library Group (ANRLG). Participants contributing library collections within DOI included the Alaska Resources Library under the Bureau of Land Management, Minerals Management Service, and U.S. Fish and Wildlife Service. Other participating libraries include the Alaska Department of Fish and Game Habitat Library, Oil Spill Public Information Center (OSPIC) under the *Exxon Valdez* Oil Spill Trustee Council, and UAA's Arctic Environmental Information and Data Center under the Environment and Natural Resource Institute. The National Park Service, which relies on the Alaska Resources Library for its research needs, had full participation and representation on the group, as did UAA's Consortium Library and the Anchorage Municipal Libraries. Early in the process, ANRLG decided that consolidation of these resource-based libraries in an Anchorage location was the best solution. Their collections contain tens of thousands of valuable and often unique research documents on Alaska resources. Placing them in a repository outside of Anchorage or Alaska would make them inaccessible or accessible only with lengthy delays to Alaskan users. An Anchorage-based consolidation would provide major cost savings by eliminating redundancy in space and materials; it would also pool the expertise of the professional librarians and add student workers from UAA. The latter would free the librarians to concentrate on serving their patrons' research needs and attend to essential library management activities. Overall, ANRLG's vision for the consolidated library was "to support agency missions and provide access to a publicly available comprehensive source of Alaska resources information, promoting sound resource management decisions in a cost-effective manner" — in essence one-stop shopping.

Realizing the difficulty of combining state, federal, university, and joint federal/state agencies, ANRLG sought and acquired Reinvention Laboratory status through DOI, a status which allowed for flexibility and provided significant advantages in moving the

project along. The Reinvention training provided by DOI and the Department's management and support were valuable assets for the consolidation project. ANRLG remained as the Reinvention Lab title.

Initially, ANRLG identified numerous roadblocks to be overcome if consolidation were to be successful. These included loss of on-site libraries by several agencies, different fiscal years observed by the participants, differing personnel and procurement procedures, and except for UAA, no mechanism with which to charge fees. Perhaps the greatest obstacles were financial — funding both up-front and long-term costs and distributing these costs equitably among the agencies. Defining “equitable cost” was a daunting task which the Team solved by deciding on a buy-in figure which reflected the cost of an experienced special librarian and the ongoing maintenance costs of a collection. Agency and other user groups have differing and changing needs which add to the complexity of the project. One of the goals was to accommodate those changing needs while spreading costs equitably.

An essential component of all DOI Reinvention Laboratories is the formation of a Management Advisory Group (MAG). This group is made up of those stakeholders who can make the decisions necessary for the success of the Lab. The target for reinvention dictates the makeup of the MAG. In the case of ANRLG the MAG had to be composed of highly placed individuals who could allocate funding and push for legislative changes which would enable the consolidation to work between the state and federal entities. The Management Advisory Group proved to be extremely important in dealing with these and other issues. The involvement of the Special Assistant to the Secretary of the Interior, the Chancellor of UAA, and directors of Alaska federal and state agencies was essential to the project's success. They provided a management perspective throughout the Laboratory process, sold the consolidated library concept to their peers and employees, and actively recruited participation by other agencies.

While other Reinvention Labs operating throughout the Federal Government are working to serve the customer better by streamlining a process, ANRLG's task went far beyond streamlining. To consolidate the libraries, an entirely new management system and infrastructure was designed to work within and between the federal, state, and university environments. During the implementation period of consolidation, aspects of library service will be identified as needing process improvement, and streamlining efforts will be undertaken at that time.

ANRLG can serve as a model for establishing and operating any number of joint federal/state/private projects. The Team has been contacted by numerous libraries throughout the country that are experiencing similar problems. They have expressed interest in this Lab in hopes of finding solutions to their difficulties.



## Methodology

As an “unconventional” Reinvention Lab, ANRLG formed a leaderless team, a structure which worked well both before and after Reinvention Lab status was attained. It consisted of eight librarians and one researcher, representing each of the agencies and libraries involved and included a librarian from the Anchorage Municipal Libraries to represent the public patrons. The Team met in weekly, three-hour sessions, with the meeting chair rotating each week. From the outset, ANRLG agreed that full consensus would be needed for all decisions. Brainstorming sessions often produced a multitude of ideas which one or more team members would develop into a draft for comment by the others; redrafts were written and discussed until consensus was reached. Another tactic which worked well for the team was to deal with complex or controversial issues over time. The Team would agree on bits and pieces and move on, revisiting the issue several times before coming to full consensus. Eventually, even the most profound disagreements were settled in this way.

Input from customers is strongly advocated by the Reinvention Lab Program and library patron’s input was essential in developing the consolidated library. Although ANRLG was acutely aware of the numerous problems posed by reduced staff and funding, library users were invited to participate in focus groups and to complete surveys to be sure all problems were identified, especially those from the customers point of view.

### Focus Groups

Individual focus groups were conducted for different kinds of users according to whether they were state or federal agency personnel located in Anchorage or in remote areas of the state; nonprofit users and organizations; for-profit users and businesses; miners and other small industrialists; and UAA students, researchers, and faculty. After a brief explanation of the project, each group was asked:

How do you use these libraries now?

What isn’t working?

How would you like to see a consolidated library work?

Some groups not currently providing funding for library services were asked two additional questions:

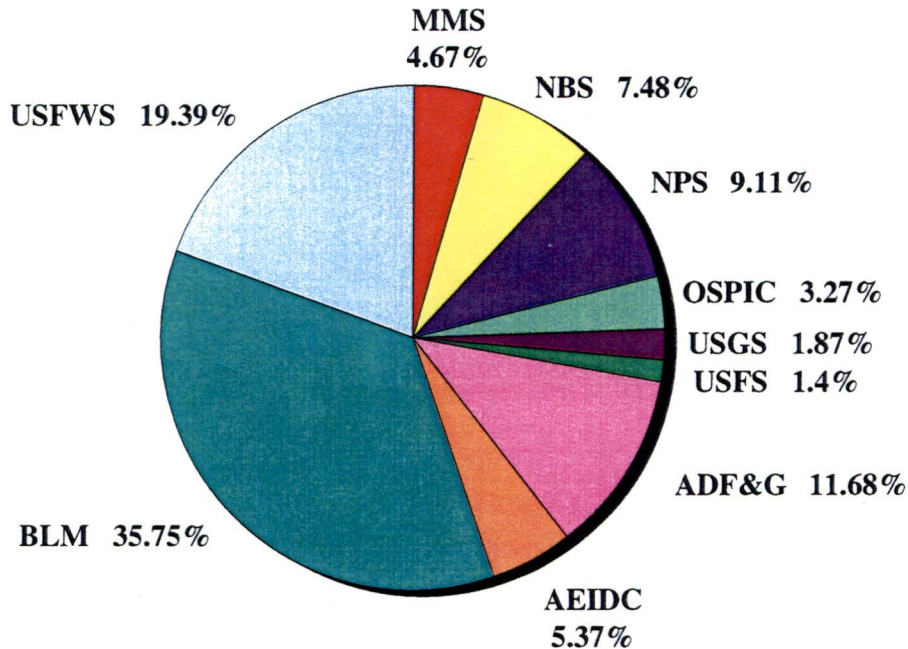
What would you be willing to pay for?

How much would you be willing to pay?

Through the focus group process ANRLG found that people who use Alaska resource materials are familiar with and use all or most of the special libraries. Consequently, they all liked the idea of one-stop shopping and recommended an easily accessible central location with adequate parking facilities. All groups stressed the importance of continued access to the library collections. All expressed concern about the loss of the materials and services in a downsizing environment and viewed a consolidation as a way to maintain materials and services and reduce operating costs. The groups rely heavily on the librarians' services and recommended retaining the agency librarians to prevent the loss of their expertise and facilitate continued access to unpublished reports. All groups mentioned the need for remote electronic access to the consolidated libraries' holdings and for an expanded collection of CD-ROM databases. The groups also gave suggestions for the library's governance structure and for sharing costs more equitably among users.

## Survey

Following completion of the focus groups a survey was conducted to obtain input from the larger patron base of the agencies and libraries involved, as well as to expand the range of information gathered. Surveys were distributed in spring 1996 within federal and state agencies with each agency surveying its own staff. The federal and state respondents were experienced professionals having long agency tenure. UAA surveyed natural resource faculty, researchers, and some students, and OSPIC surveyed its general public. The report The Impact of the Special Library on Corporate Decision-making, by Joanne G. Marshall, Ph.D., (University of Toronto, 1993) served as the survey model and was modified to fit the needs of ANRLG. Survey response was not as high as anticipated due to electronic distribution problems, however, the information obtained closely followed that gained through the focus groups. The following chart illustrates each agency's percentage of the total survey response.



Number of agency employees in Alaska:

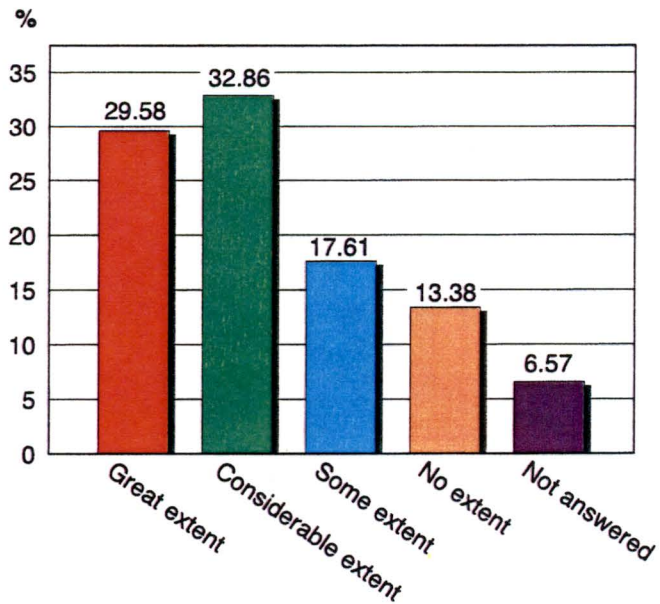
Agency:	Size:	# of Surveys
ADF&G (Alaska Department of Fish and Game)	200	50
AEIDC (Arctic Environmental Information and Data Center)		
ENRI (Environmental and Natural Resources Institute)	92	23
BLM (Bureau of Land Management)	700	153
MMS (Minerals Management Service)	84	20
NBS (National Biological Survey)	85	32
NPS (National Park Service)	396	39
OSPIC (Oil Spill Public Information Center)	Indeterminable	
(Surveyed public users as well)		
USFS (U.S. Forest Service)	175	6
USFWS (U.S. Fish and Wildlife Service)	528	83
USGS (U.S. Geological Survey)	70	8

Survey respondents overwhelmingly felt the special libraries were a valuable tool that they required to do their jobs. According to the survey, readily available material and librarian expertise allow work to be completed more efficiently and effectively, saving both time and money.



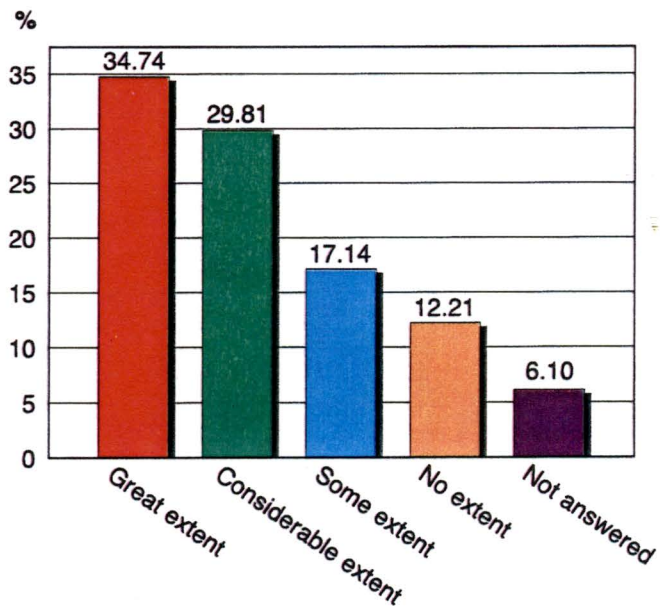
Answers to the following survey questions reveal the importance of library information in workplace efficiency.

**To what extent does library information contribute to your ability or your organization's ability to avoid wasting agency resources?**

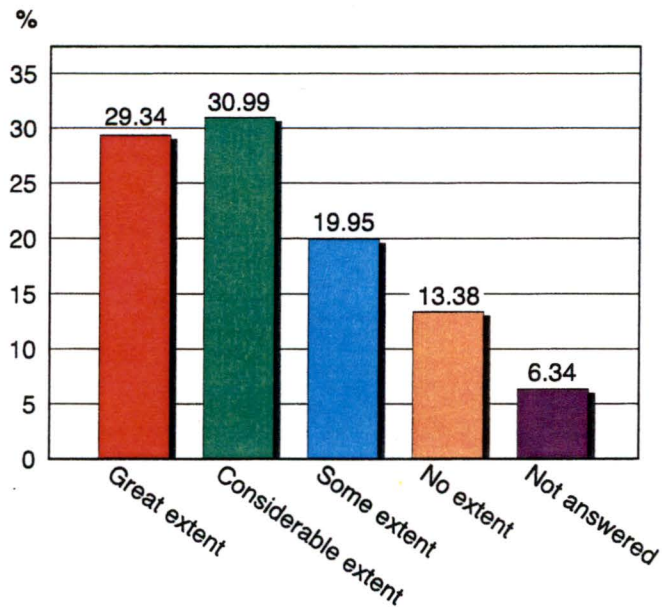


*"We require information that is in the library for our basic function, yet we are required to be at a remote site, these factors make having resources like the Interior Libraries in Anchorage one of the only viable solutions to perform our job without incurring great expense and inefficiency."—Survey Response*

**To what extent does library information contribute to your ability or your organization's ability to avoid loss of time?**

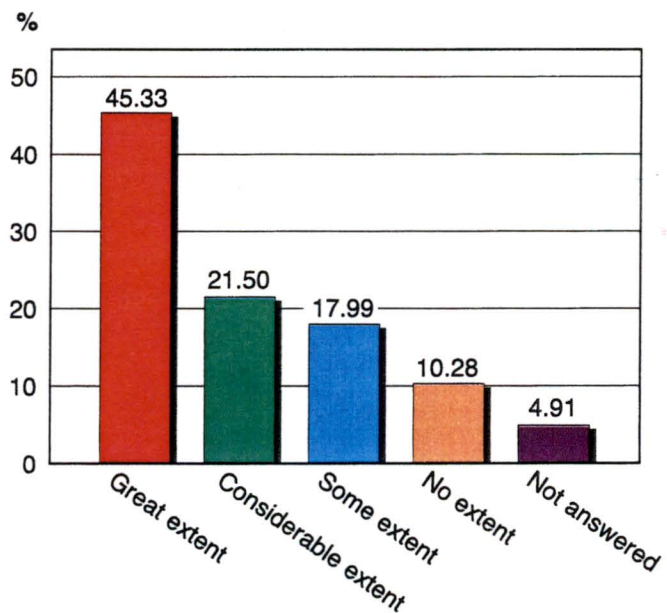


**To what extent does library information contribute to your ability or your organization's ability to avoid wasting human resources?**

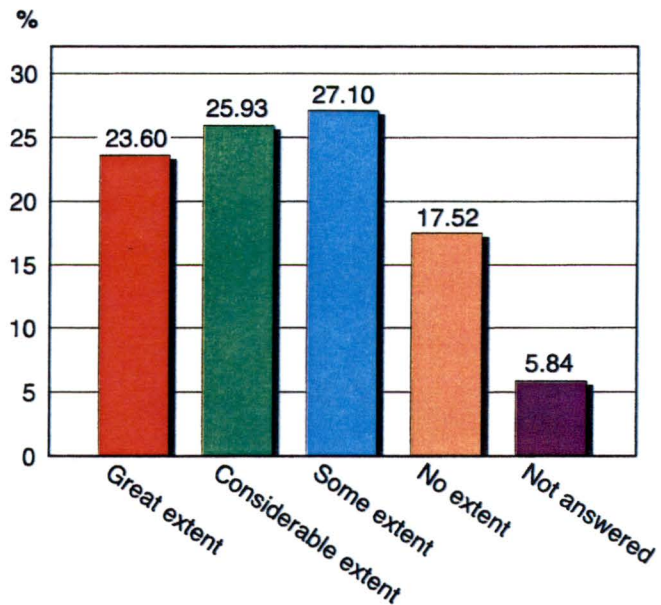


The following charts depict the results of several survey questions indicating the importance of library information to agency staff.

**To what extent does library information contribute to your ability or your organization's ability to complete a project?**



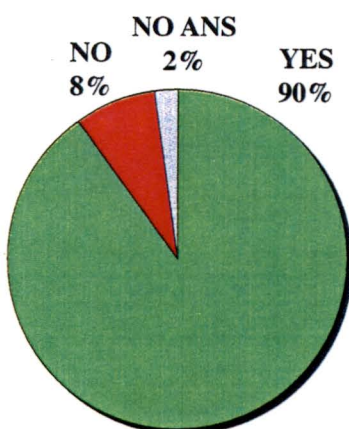
**To what extent does library information contribute to your ability or your organization's ability to develop or improve procedure or policy?**



*"I don't think the issue is so much time and money as it is completeness and coming up with the best information to make decisions about techniques and impacts to protect the land."*—Survey Response

Research materials and other information collected by the libraries were valued as crucial for making resource management decisions. The collections of the Anchorage Municipal Libraries and UAA do not, in the opinion of most survey respondents, meet the needs of agency researchers. If the special libraries were to close, agency researchers said they **could not** accomplish their work.

90% of those who responded to the survey need information from a library to do their job.



The need for the libraries expressed by three agency staffers:

*"... One of the criteria I evaluated when I considered taking the job here in Alaska... was if reference material was readily accessible. As a scientist/manager it is essential to remain current in the scientific literature and to do so requires the assistance of a quality library and its associated staff in close proximity."*

*"We rely heavily on the services provided through the BLM library. The staff is excellent and what they do not have on the shelves, they find for us. It would greatly increase our costs of doing business if we had to send staff to libraries "Outside" to conduct research which is part of our day-to-day business."*

Like the focus groups, the survey revealed an interest in one-stop shopping. All collections were viewed as important resources needing to be maintained in a central location with easy access, including longer hours of operation. Professional librarians and support staff were deemed essential to facilitate research within the agencies and it was advocated that they be retained and their numbers increased. Most agency personnel would like remote electronic access, an expanded collection of CD-ROM databases, and desktop delivery of materials.

### Benchmarking

Benchmarking, or identifying the best practices of comparable organizations already in existence and learning from their experience, proved challenging for ANRLG. A literature search turned up projects and groups to contact. While numerous joint federal-state ventures exist in Alaska and other states, they are cooperative efforts with each agency managing specific parts of the whole; efforts to locate a true consolidation fell short. ANRLG did glean ideas from ventures such as the California Desert Innovative Management Laboratory, but nothing that could be directly adopted for the consolidated library.

As its first benchmarking effort ANRLG contacted a group of state and federal librarians in Juneau that had made a failed attempt at a similar consolidation. A discussion of why their effort failed helped ANRLG to identify potential pitfalls.

Another benchmarking effort focused on two other federal-state ventures in Alaska: the Joint Pipeline Office (JPO) and the *Exxon Valdez* Oil Spill Trustee Council. ANRLG hoped to use them as organizational models upon which to base the library management structure. Although neither of the structures could be applied directly to the consolidated library, good advice and information were obtained.

#### One benchmarking example:

JPO is a joint federal-state agency charged with regulating and monitoring the Trans-Alaska Pipeline from Prudhoe Bay to the Valdez Terminal facility. DOI's Bureau of Land Management is the lead federal agency and the State of Alaska, Department of Natural Resources, the lead state agency. JPO re-enforced the ANRLG's perception that there were no existing models to follow. In discussions with JPO, ANRLG began to develop ideas for management boards and realized the importance of leadership in the makeup of those boards. Difficulties encountered by JPO included unequal budgets of participating agencies, joining or pulling out, and hiring and firing procedures. JPO advised ANRLG to build flexibility into its management structure to allow adjustment to change.

Further benchmarking efforts included discussions with nonprofit organizations. ANRLG found the nonprofit structure especially adaptable to the library consolidation project. Essentially, the library could operate as a nonprofit within government. Looking at the project in this way brought focus and direction to the management structure.

## **Unresolved Issues**

Several legal issues that have yet to be resolved. A legal team consisting of federal, state, and university attorneys is currently investigating a number of issues, including ownership of the collection, obtaining revolving funds or no-year/carry over-funds, collecting fees for services, and statutory designation for a lead agency.

Selection of personnel and procurement procedures also need to be determined as the implementation process moves forward. These issues are not currently a hindrance but need to be resolved in the near future. ANRLG is confident that these issues will be acted upon in a timely manner.

## **Summary**

The survey and focus group response indicated that these library resources are extremely important and must be maintained and available if the agencies are to continue to fulfill their missions. Consolidating the library collections and staff will increase efficiency, save money, and allow the libraries to offer more and better service. It is recognized that the consolidation will involve gains and losses for all involved. Careful analysis shows that gains in the consolidation outweigh losses.

The importance of the success of this project is expressed in the following comment made on a survey questionnaire: “combining the resources and skills available in all the federal and state libraries . . . would provide federal and state workers with a comprehensive collection of resources . . . The loss of such a system will increase the work load of all federal and state workers, and in turn will decrease our work efficiency.”

## Coalition Library Management Structure

The following is proposed as an initial management structure. This structure may change at the discretion of the Founders Board, as user fees become a significant source of revenue, agency needs and priorities change, and the merged library functions become more defined.

### GOVERNANCE STRUCTURE:

**Founders Board:** The Founders Board will be composed of the heads of agencies (or their representatives, who must have budget authority) who have a continuing commitment of support in the form of library collections, staff, and/or significant funds. At this time founding agency status is limited to publicly funded and/or nonprofit organizations. This body will meet twice a year and will review and approve policy, proposals, and budget. A quorum will consist of one more than half the members.

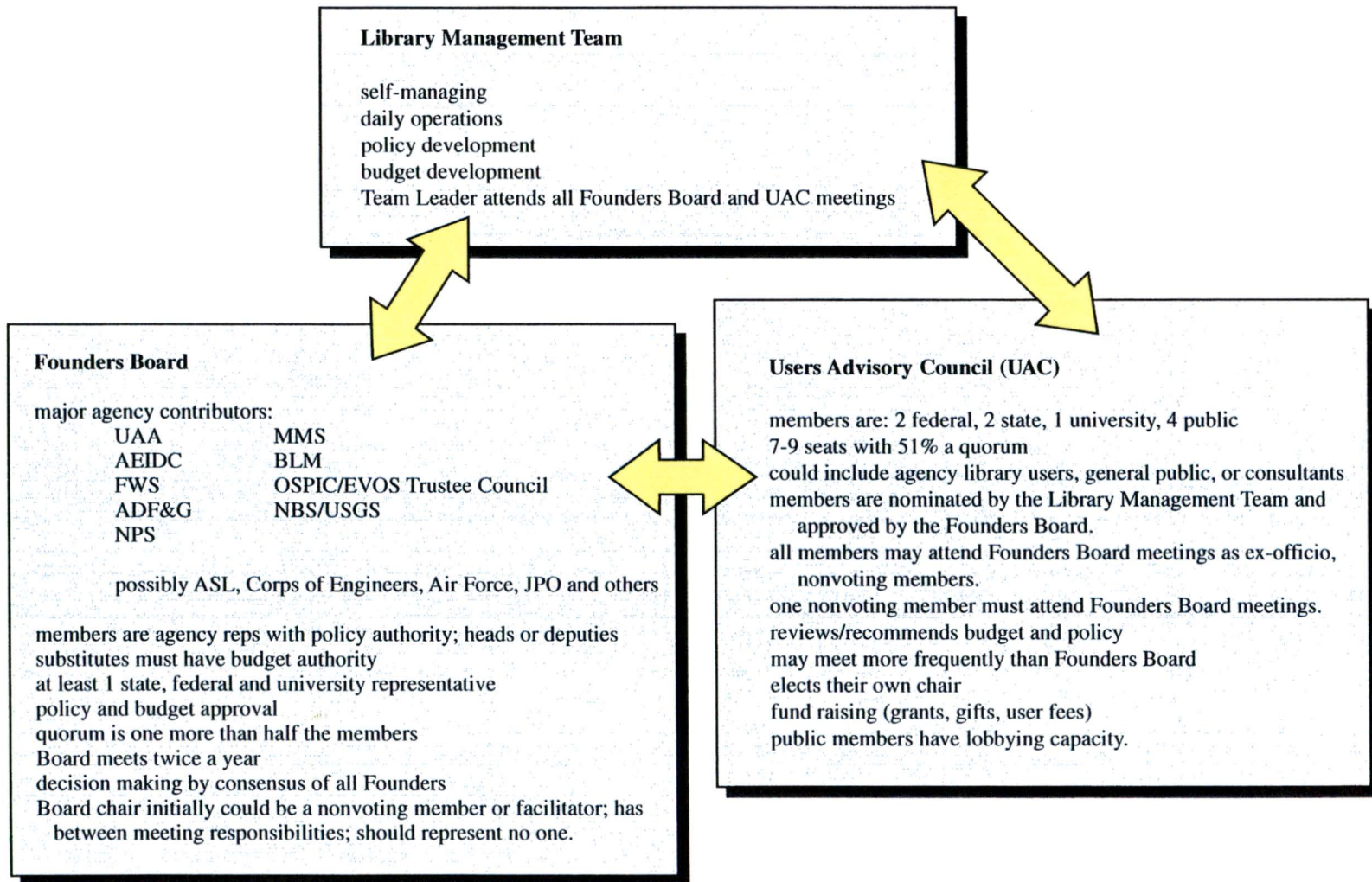
**Public Workshops:** Public Workshops will be held to supplement the Founders Board. The workshops will make recommendations to both the Founders Board and the Library Management Team, and will work with the Library Management Team to develop proposals for new services, policy, fee structures, projects, and other operational matters. These proposals will be submitted to the Founders Board for approval. The workshops are expected to meet monthly, or more frequently as the need arises. One representative from each workshop will attend the Founders Board meetings to respond to questions and to understand the concerns of the founders.

**Library Management Team:** As long as the library staff are employed by different employers, library operations will be run as a team effort. One of the working librarians will be elected as the team leader for a one year duration. The leader is expected to speak for the group and provide liaison with the Founders Board, the Public Workshops, and other entities. The leader's liaison is in conjunction with and in addition to the agency liaison duties of the agency librarians.

See the Management Structure diagram on the following page.



## Draft Coalition Library Management Structure



## **USER GROUPS:**

Library Management Team preferences:

- equitable charges for all users
- flexible membership structure
- fees for service, copies, etc.
- membership allows discount for services
- access to library and use of materials are free
- Founders contribute substantial ongoing collections, staff, or operating expenses.

Users of the library fall into several types, each with an associated cost/fee structure.

**Founding Agency Staff:** Founding agencies are committed to continued annual support of the merged library. At this time founding agency status is limited to publicly funded and/or nonprofit organizations. Staff of founding agencies will receive all services at no additional cost with the understanding that amount of services delivered by the library is in proportion to the agency's contribution. The amount of services consumed by each founding agency will be monitored and counted up quarterly, and evaluated against the agency contribution. Special projects involving extraordinary effort on the part of the library will be at an additional cost, to be determined according to circumstance.

**Members:** This group pays an annual membership fee and thereby qualifies for specialized library services at a reduced rate (25 to 50%). Rather than limiting services to members, rates will be calculated to cover the marginal costs of each service or product. Members will be invoiced for services. Membership can be either at an individual level or an institutional level (for agencies, business, etc.).

**General Public:** The resources of the library will be available at no cost to the general public during all the hours the library is open. Circulating materials can be checked out by anyone (with appropriate ID) within established limits. General reference services will be free. Charges for photocopies, interlibrary loans, and other additional specialized services will be imposed at the time of the service.



## **USER GROUPS:**

Library Management Team preferences:

- equitable charges for all users
- flexible membership structure
- fees for service, copies, etc.
- membership allows discount for services
- access to library and use of materials are free
- Founders contribute substantial ongoing collections, staff, or operating expenses.

Users of the library fall into several types, each with an associated cost/fee structure.

**Founding Agency Staff:** Founding agencies are committed to continued annual support of the merged library. At this time founding agency status is limited to publicly funded and/or nonprofit organizations. Staff of founding agencies will receive all services at no additional cost with the understanding that amount of services delivered by the library is in proportion to the agency's contribution. The amount of services consumed by each founding agency will be monitored and counted up quarterly, and evaluated against the agency contribution. Special projects involving extraordinary effort on the part of the library will be at an additional cost, to be determined according to circumstance.

**Members:** This group pays an annual membership fee and thereby qualifies for specialized library services at a reduced rate (25 to 50%). Rather than limiting services to members, rates will be calculated to cover the marginal costs of each service or product. Members will be invoiced for services. Membership can be either at an individual level or an institutional level (for agencies, business, etc.).

**General Public:** The resources of the library will be available at no cost to the general public during all the hours the library is open. Circulating materials can be checked out by anyone (with appropriate ID) within established limits. General reference services will be free. Charges for photocopies, interlibrary loans, and other additional specialized services will be imposed at the time of the service.

## **POLICY:**

Library Management Team submits policy for:

- circulation
- collection development - including sensitive materials
- fee structure
- facility use - including public use computers
- reference service/on-line searching/CD-ROM use
- public use of the Internet
- hours of operation
- patron behavior
- acceptable use of library according to user category
- interlibrary loan
- publication
- gifts
- volunteers
- technology (access to and from agency networks)
- disaster/emergency planning

Library Management Team adopts policy for:

- personnel
- procurement
- accounting
- property management

Policy process:

- policy is written or proposed for adoption by the library staff.
- public workshops comment on proposed policy.
- policy is submitted to Founders Board for approval.

## **OPERATIONS:**

Library Management Team:

- responsible for the day to day operation of the library.
- membership includes:
  - all full time employees.
  - all part time professional librarians.
- meeting attendance is:
  - expected for full time employees.
  - encouraged for part time professional librarians as time allows.
- decision making:
  - preference is consensus of those present.
  - if consensus is not possible, decisions are made with a two-thirds majority vote.
  - decisions may be revisited.
- all Team member support group decisions.

**Team Leader:**

- is expected to have a good understanding of differing agency needs and perspectives.
- defers to the Team process for decisions, but may at times speak immediately on behalf of the Team, depending on the issue and circumstance.
- is accountable to the Team and the Governing Board.
- is elected by a simple majority of the Library Management Team to serve for one year;
- absentee or proxy voting is permitted in regular elections.
- is elected at the anniversary of the Coalition Library inception; prior to a Founders Board meeting.
- is confirmed by a simple majority of the Founders Board; board members may be polled if necessary.
- may be reelected.
- may be removed from office by a two-thirds majority of the Library Management Team and a simple majority of the Founders Board.

**The Library Management Team retains the responsibility for:**

- recommending and approving selection, evaluation, discipline, and removal of library staff, and awards.
- scheduling
  - need policy for annual leave and making up the librarian's time when it is used by the agency
- job assignments of staff when they are assigned to the Coalition Library
- position descriptions and selection criteria
- library related staff training
- awards

**The agencies are responsible for:**

- reasonable and responsive personnel support, including:
  - EEO compliance support
  - grievance processing
  - personnel counseling

**Job responsibilities:**

**Team Leader:**

- coordinates and oversees the budget
- oversees personnel issues
- acts as the spokesperson for the Library Management Team
- conducts Library Management Team meetings
- works closely with the Founders Board and Public Workshops
- coordinates all statistics and reports

**Generic Librarian:**

- staffs the reference desk
- provides outreach services to assigned agencies, including
  - monitoring agency focus and goals,
  - extracting agency materials for the library collection, and
  - training agency users in the use of the library
- monitors electronic resources
- recommends selection of materials
- assists with merging and monitoring the collection as a whole
- continues professional development
- responsible for delivering quality service

**Collection Development Coordinator:**

- drafts collection development policy and procedures
- receives recommendations from all librarians based on agency needs
- responsible for equitable distribution of materials budget
- responsible for seeing that materials are purchased in compliance with collection development policy
- responsible for collection maintenance, including binding, replacement, serials, and retrospective collection development
- provides collection development support for outreach
- works with affinity groups to build special collections
- serves as liaison to the Public Workshops on collection development issues
- coordinates with technical services and acquisitions
- fields complaints
- tracks statistics and prepares reports

**Technical Services Coordinator:**

- drafts technical services policy and procedures
- oversees the cataloging and processing flow
- oversees receiving of materials, including serials
- coordinates with UAA technical services manager
- oversees quality control and maintenance of on-line bibliographic records
- fields complaints
- tracks statistics and prepares reports

**Reference Service Coordinator:**

- drafts reference service policy and procedures
- schedules reference desk coverage
- coordinates research project requests
- responsible for quality control of reference services
- oversees reference costs and revenue
- seek out reference training

- handles complaints regarding reference service and directs them to the appropriate person
- tracks statistics and prepares reports

#### Systems Coordinator:

- drafts and maintains automation and technology plan
- coordinates with technical support personnel for state and federal agencies, the university and vendors
- serves as Web specialist
- secures and provides technical training
- responsible for keeping current on new technology and trends
- fields complaints
- tracks statistics and prepares reports

#### Outreach Coordinator:

- drafts policy and procedures for outreach services
- responsible for coordinating the marketing of library services
- serves as liaison between the Library Management Team and the general public
- works closely with the Public Workshops
- identifies and seeks appropriate grant and contract funding
- responsible for quality control of customer service
- fields complaints
- tracks statistics and prepares reports

#### Cataloger:

- performs for original cataloging
- responsible for quality control of cataloging
- drafts guidelines for copy cataloging and call number assignment
- tracks statistics and prepares reports

#### Interlibrary Loan Coordinator:

- drafts policy and procedures for interlibrary loan
- participates in local, state, and national interlibrary loan issues
- responsible for quality control of interlibrary loan
- oversees interlibrary loan costs and revenues
- fields complaints
- tracks statistics and prepares reports

#### Circulation Coordinator:

- drafts circulation policy and procedures
- oversees circulation quality control
- coordinates equipment maintenance and repair
- oversees circulation costs and revenues
- provides training for circulation staff

- oversees shelving of library materials
- oversees telephone message and opening and closing procedures
- fields complaints
- tracks statistics and prepares reports

**Library Technician:**

- responsible for interlibrary loan
- responsible for receiving new materials
- oversees distribution of mail
- oversees courier delivery
- oversees all student activity

**Students:**

- photocopy library materials as needed
- shelve library materials
- check in serials
- process incoming and outgoing mail
- perform courier duties
- bar code new and existing library materials

**UAA Technical Services:**

- responsible for copy cataloging library materials
- responsible for physical processing of library materials

**Accounting Clerk:**

- responsible for accounts payable and receivable, and revenues
- communicates budget status to Team Leader
- responsible for cash accounting and petty cash

**Administration Office/Budget Analyst:** (Not yet defined)

**BUDGET:**

**Library Management Team preferences:**

- a fully funded library combining agency support and fee revenue
- agency support is directly related to the services they receive
- activity based budgeting
- discretion to spend operating funds as appropriate
- ability to move funds between budget categories as necessary
- no year funds (ability to carry over funds; operating funds don't expire)
- revolving funds (pass through costs and revenue stay with the library)
- ability to obtain contractual services
- indirect costs built into agreement
- single budget report

- ability to apply for and accept contracts and grants, including federal and state grants
- ability to make capital investments (savings account) and create foundations
- one budget system
- costs spread equitably across the agencies
- ability to use year-end funds from agencies or budgets (and put expiring funds into no year funds for later use)

The Library Management Team is responsible for:

- preparing and revising the annual budget, and anticipating varying cash flows due to differing fiscal years.
- reporting on the annual budget
- staying within the annual budget
- accountable for the annual budget

## **PROCUREMENT:**

Library Management Team preferences:

- cost effective/responsive/efficient procurement
- ability to select and use portions of current and future procurement structures on the basis of responsiveness and efficiency.
- ability to receive monetary and in-kind donations
- ability to dispose of donations
- ability to sell excess or inappropriate materials
- ability to keep proceeds from sales
- reasonable and responsive procurement support, including:
  - contract oversight
  - bid processing
  - bill payment
- reasonable and responsive facility management
- access to surplus equipment
- ability to use surplus mechanisms at the Library Management Team's discretion
- ideally, the library owns the collection.

The Library Management Team selects:

- the library site
- library materials
- vendors

The Library Management Team is responsible for:

- approving procured items
- complying with designed procurement rules and regulations

## **PERSONNEL:**

### **Library Management Team preferences:**

- pay equity
- one personnel policy
- fair replacement of retirement benefits, if a staff member moves to a different system (state, federal, or university)
- personnel costs spread equitably across the agencies
- permanent positions assigned to the Coalition Library

### **The Library Management Team is avoiding:**

- being closed when individual agencies are open
- the need for a personnel specialist on staff
- unfair staff situations



## **Policy Statements of The Alaska Resources Library and Information Services (ARLIS)**

### **DISSOLUTION**

In the event of the dissolution of the ARLIS, collections that came from founding agencies shall be offered to those agencies. The remainder of the materials will be disposed of according to the current Founders Board.

If an individual or group feels they are not being served as promised, the issue shall be taken up by the Founders Board.

### **COLLECTION DEVELOPMENT**

ARLIS collects materials that support research, management, interpretation, and development of Alaska resources. The library collection focuses on Alaska and the Arctic and emphasizes fish, wildlife, geology, mining, archeology, anthropology, the *Exxon Valdez* oil spill, cold weather engineering, petroleum engineering, hazardous waste, oceanography, climate, forestry, ecology, habitat, historic preservation, subsistence, environmental education, resource law, land use planning and water resources. Additionally materials about scientific methods and related concepts are collected to support agency staff.

ARLIS actively collects report literature of limited distribution and agency documents relating to the library's areas of emphasis. These reports often contain valuable information that quickly becomes irretrievable unless it is collected and cataloged.

Titles are collected (regardless of format) based on content, the significance of the subject, intended audience, and purpose.

## CIRCULATION

Most library materials will be available for circulation.

The library will maintain one non-circulating copy of all founding agency publications in order that they will be available in the library. A reference collection of books which have been selected to answer questions will also not circulate. First copies of journals will not circulate.

Library cards will be issued based on appropriate identification. Proof of address is necessary for the public. Additional proof of employment status is necessary for agency, university, and member researchers.

The public may check out up to ten items for two-weeks circulation with one renewal.

Members' staff and founding agencies' staff may check out an unlimited number of items for one month with unlimited renewals as long as no one else requests the items.

Fines will be charged members' staff, agency staff, and the public on a daily basis for overdue materials.

Failure to return items will result in the loss of circulation privileges unless suitable replacement arrangements are made.

ARLIS Circulation Policy								
User Groups	Founding Agency Staff	Members	University Faculty/ Staff/ Graduate Students	University Under-graduates	Public and Non-supporting Agencies	Teachers	Interlibrary Loan (out of town)	Comments
Services								
Circulation/Check out								
Books	+	+	+	+	+	+	+	
Non-circulating	*	-	-	-	-	-	*	Discretion of librarian/ILL in-library use only
Reference	-	-	-	-	-	-	*	ILL-in library use only
Rare/Special	+	-	-	-	-	-	*	ILL-in library use-only
Journals	+/-	-	-	-	-	-	-	First copy does not circulate
Photos/slides	+	*	*	*	*	*	*	Some restrictions may apply
Videos	+	+	+	+	+	+	+	Some restrictions may apply
CD-ROM	*	*	*	*	*	*	*	Depends on title
Maps	-	-	-	-	-	-	-	May make copies for ILL
Vertical File	-	-	-	-	-	-	-	
Reprints	*	*	*	*	*	*	*	Contingent on law
Loan Period (weeks)	4	4	4	2	2	2	4*	ILL 4 weeks use
Renewals	unlimited	unlimited	unlimited	1	1	1	1	
Book Limit	unlimited	unlimited	unlimited	10	10	10	10	
Fines								
Regular materials	\$	\$	\$	\$	\$	\$	\$	
ILL materials	\$	\$	\$	\$	\$	\$	N/A	
Lost or damaged items	\$	\$	\$	\$	\$	\$	\$	
Reference Services								
Ready/limited	+	+	+	+	+	+	+	
In-depth	+	\$	\$	\$	\$	\$	\$	Agency related ques. may be billed to agency
Research	\$	\$	\$	\$	\$	\$	-	Agency related ques. may be billed to agency
Problem ILLs								Treated as ready or in-depth reference
Interlibrary Loan								
Borrowing	+	+/ \$	-	-	\$	\$	N/A	
Out of Pocket Cost	*	*	\$	\$	\$	\$	N/A	*contingent on cap (to be decided)
Online Services								
Online searching	+/ \$	\$	\$	\$	\$	\$	N/A	
Mediated CD-ROM searching	+	+/ \$	\$	\$	\$	\$	-	Beyond normal reference
Fees								
Photocopying	+/ \$	+/ \$	\$	\$	\$	\$	N/A	
Mediated copying	+/ \$	+/ \$	\$	\$	\$	\$	*	

All Founding Agency and member privileges are contingent on contribution and usage cap.

Key:     + = yes  
           - = no  
           \* = contingent  
           \$ = will cost money

## HOURS OF OPERATION

ARLIS will be open all standard working hours of supporting agencies.

## REFERENCE

Reference service offers access to and instruction in the uses of a variety of resources which meet the user's information needs.

All information obtained from a patron including their inquiry is confidential. (AS 09.25.140)

Reference librarians provide but do not evaluate or interpret information.

Reference service is provided for everyone via on-site inquiry, telephone, fax, mail, e-mail or other electronic means.

Extensive reference services are considered research and will be charged appropriately.

## FEES

ARLIS is a consolidated library, largely funded by the contributing agencies in order to provide specialized resources management information for their staff. The collection is open to the public and there is no charge for on-site use during open hours of the library.

Specialized services afforded agency staff, are available to the public on a for-fee basis. All fees are approved by the Founders Board, and are established to recover the costs associated with the service and to contribute to operations of the library.

All document delivery fees will include copyright royalties.

Memberships to the library are available to individuals and firms. These involve an annual fee, and provide discounts on most library service fees.

## AUTOMATION

ARLIS will evaluate and implement applicable hardware and software developments that improve service, increase access, or reduce costs. As a base, the library will provide on-site and remote access to its electronic resources such as on-line catalog and CD-ROM databases. ARLIS will strive to provide remote electronic access to as many resources as possible within legal and financial constraints.

## **PUBLIC RELATIONS**

As a coalition of Anchorage area resource libraries, ARLIS will serve federal and state agencies, the university, the environmental community, the mining and development community, natural resource consultants, and the general public.

ARLIS will foster open, two-way communication between the library, its governing officials, and the various publics the library serves. The library will promote a good understanding of the variety of services available to all patrons.

Public relations will be an ongoing program. The Founders Board and the Public Workshops , along with various user groups, will be kept informed of library resources and activities through library reports, publications, the local news media, and other forms of communications.

The Team Leader will be expected to make presentations and to participate in community activities that relate to the library's mission. Materials to be used by press, radio, or television will be approved by the Library Management Team.

It is understood that public relations involves every individual connected with the library. The library staff represent the library in every public event. Good service supports good public relations.

## **PUBLIC PARTICIPATION AND INPUT**

ARLIS's intent in soliciting public comments is to be responsive to the needs of the various publics it serves. It will provide a variety of mechanisms for members of the public to express their opinions about library matters. Members of the public may participate in the Public Workshops or contact library staff directly. Additional mechanisms for input will be provided.

### Estimated Annual Operating Costs

Space (15,000 sq ft)	\$270,000	
Personnel	\$527,930	(W/BENES)
Training/Travel	\$5,000	
Materials		
Subscriptions	\$100,000	*
Books	\$30,000	*
Processing (UAA)	\$79,632	
Bibliographic Utilities		
OCLC	\$12,000	*
WLN	\$15,000	*New fee schedule
Contract CAT	\$0	
On-Line Serv		
DIALOG	\$20,000	*
LEXIS	\$6,000	*
WESTLAW	\$1,000	*
Telecommunications	\$12,000	Best guess
Document Delivery/ Interlibrary Loans	\$6,500	Ak Project dead
Copyright	\$1,000	
Postage	\$6,500	OSPIC related
Courier	\$5,000	Auto fees
Equipment		
Equip & Shelving		???
Maintenance	\$12,000	
Repair & Parts	\$3,000	
Freight	\$500	
Upgrades	\$1,000	
Supplies		
Office	\$7,000	
Data Proc	\$2,000	
Postal	\$1,000	
Admin Costs	\$95,027	
Totals	\$1,219,089	
Less Est. Revenue	(\$50,960)	
Less UAA Contribution	(\$79,632)	
Agency Costs	\$1,088,497	

## Estimated Annual Operating Costs

*(Calculation details)*

### FTEs

Librarians	5.5 FTE x 62,500	\$343,750
Technicians	2.0 FTE x 47,000	\$80,900
Systems Manager	1.0 FTE x 54,000	\$50,000
Accounting Clerk	0.5 FTE x 40,000	\$20,000
Student Workers	2.0 x \$8/hr x 40 x 52	\$33,280

### TECH PROCESSING

UAA tech processing salaries	\$450,773
UAA materials budget	\$868,357
ANRLG materials budget	\$130,000

UAA costs/UAA budget	51.91%
UAA % x ANRLG budget	\$67,484
+18% Admin costs	\$12,147
Total processing contribution	\$79,632

## **Reinvention Lab Team Members and Consultants**

### **LAB TEAM MEMBERS:**

Juli Braund-Allen	Librarian, Arctic Environmental Information and Data Center, Environment and Natural Resources Institute, University of Alaska Anchorage
Carrie Holba	Librarian, Oil Spill Public Information Center, <i>Exxon Valdez</i> Oil Spill Trustee Council, Anchorage
Tina Huffaker	Information Services Specialist, Minerals Management Service, Alaska Region, Anchorage
Ann Kain	Historian, National Park Service, Alaska Support Office, Anchorage
Celia Rozen	Librarian, Alaska Department of Fish and Game Habitat Library, State of Alaska, Anchorage
Barbara Sokolov	Director, Consortium Library, University of Alaska Anchorage
Nancy Tileston	Librarian, U.S. Fish and Wildlife Service, Region 7, Anchorage
Cathy Vitale	Librarian, Alaska Resources Library, Bureau of Land Management, Alaska State Office, Anchorage
Mary Ellen Wilson	Librarian, Collection Development, Anchorage Municipal Libraries

### **TEAM MEMBER EX OFFICIO:**

Errol Locker	Cataloging Librarian, Alaska Resources Library, Bureau of Land Management, Alaska State Office, Anchorage
--------------	---



**FACILITATORS:**

Fred King	Senior Minerals Leasing Specialist, Minerals Management Service, Alaska Region, Anchorage
Mark Meyer	Physical Scientist, Bureau of Land Management, Alaska State Office, Anchorage
Ann Padzuikas	Budget Analyst (Retired), Minerals Management Service, Alaska Region, Anchorage

**MANAGEMENT ADVISORY GROUP:**

Dave Allen	Regional Director, U.S. Fish and Wildlife Service, Region 7, Anchorage
Tom Allen	Alaska State Director, Bureau of Land Management, Alaska State Office, Anchorage
Marcia Blaszak	Superintendent, Alaska Support Office, National Park Service, Anchorage
E. Lee Gorsuch	Chancellor, University of Alaska Anchorage
Jody Zall Kusek	Director of Organizational Planning and Development, Office of the Secretary, Department of the Interior, Washington, D.C.
Frank Rue	Commissioner, Alaska Department of Fish and Game, State of Alaska, Juneau
Deborah Williams	Special Assistant to the Secretary for Alaska, Department of the Interior, Anchorage

**LEGAL TEAM:**

Jean S. Sagan	Associate General Counsel, University of Alaska Anchorage
Kathryn Swiderski	Assistant Attorney General, State of Alaska, Juneau
Regina Sleater	Solicitor, Department of the Interior, Anchorage

**CONSULTANTS:**

Jane Albrecht	Librarian, Juneau Minerals Information Center, Bureau of Land Management, Juneau
Richard Barbar	Coordinator, California Desert Management Group, Department of the Interior, Sacramento
Molly Birnbaum	Project Review Coordinator, Division of Governmental Coordination, Joint Pipeline Office, Anchorage
Paul Brooks	Director's Representative for Alaska (Retired), U.S. Geological Survey, Anchorage
Jerry Brossia	Authorized Officer, Joint Pipeline Office, Anchorage
Norma Campbell	Office of Planning and Performance Management, Department of the Interior, Washington, D.C.
Karen Crane	Director, Alaska State Library, Juneau
Paul DeSloover	Librarian, Alaska Department of Fish and Game Fisheries Library, Juneau
Donald Grybeck	Branch of Alaskan Geology, U. S. Geological Survey, Anchorage
Nina Hatfield	Assistant Director of Business and Fiscal Services, Bureau of Land Management, Washington, D.C.
Dan Healey	ARTNet Project Coordinator, Office of the Secretary, Department of the Interior, Anchorage
Paula Johnson	Librarian, National Marine Fisheries Service, Auke Bay, Alaska
Debbie Kalvee	Head, Bibliographic Access Management, Elmer E. Rasmuson Library, University of Alaska Fairbanks
Janet Kowalski	Director, Habitat and Restoration Division, Alaska Department of Fish and Game, Juneau

Molly McCammon	Executive Director, <i>Exxon Valdez</i> Oil Spill Trustee Council, Anchorage
Judy Monroe	Library Development, Alaska State Library, Anchorage
Mary Mozingo	National Performance Review, Senior Management Team, Washington, D.C.
Kate Munson	Librarian, Joint Pipeline Office, Anchorage
Lillian Petershoare	Librarian, Forestry Science Lab, Juneau
Gary Reimer	Acting Authorized Officer, Alaska State Office, Bureau of Land Management, Anchorage
Jill Schneider	Geologist, U. S. Geological Survey, Technical Data Unit, Anchorage
James Shaw	Acting Regional Director, Minerals Management Service, Anchorage
George Smith	Deputy Director, Alaska State Library, Juneau
Peg Tileston	Owner, Tileston and Associates, Anchorage
Sally Wisely	Associate Alaska State Director, Bureau of Land Management, Anchorage

## **Appendix A – Focus Groups Report May 1996**

The Reinvention training provided by the U.S. Department of Interior to the Coalition Library Team stressed the importance of finding out what the customers want and making certain that proposed changes addressed the needs of those customers. As part of the effort to assess user needs, the Team conducted a series of focus groups to give library users an opportunity to voice their needs, concerns, and suggestions. Eight groups of users with similar affiliations were assembled to create a comfortable atmosphere to foster discussion and generate ideas. The groups consisted of the following:

- Personnel from U.S. Department of Interior and other state and federal agencies that are currently providing funding support for library service (two groups).
- Personnel from other state and federal agencies that use these libraries but do not support them in their budgets.
- Nonprofit users and organizations.
- For-profit users and organizations (such as consultants).
- Remote users (primarily agency personnel at remote sites).
- Miners and other small industrialists.
- UAA students and faculty.

### **Methodology:**

The groups were conducted by a U.S. Department of Interior facilitator, while a Team representative observed and recorded the groups' discussion. Each group was given a brief explanation of the coalition library project at the beginning of the session. Interaction between the focus groups and the Team observer was minimal. In an effort to elicit candid responses from the groups regarding the library service they have been receiving, no other Team members were present. Two U.S. Department of Interior employees and two librarians from the Alaska State Library took turns recording the groups' comments on flip charts. The chart notes were compiled and distributed to each focus group participant.

Each group was asked:

How do you use these libraries now?

What isn't working now?

How would you like to see the consolidated library work?

In addition, those groups that are not currently providing funding for library services

were asked:

What would you be willing to pay for?  
How much would you be willing to pay?

In each group, the recorder wrote down all responses verbatim. At the end of the session, each participant was asked to prioritize their needs and concerns using “multi-voting.” Each participant was given four votes to use in each category as desired. These votes could be cast for four items, or all four votes could be cast for a single item to indicate the importance of that item to the participant.

### **Summary:**

The people who use natural and cultural resources materials are familiar with and use all or most of these libraries. Consequently, they all like the idea of “one-stop shopping.” All groups stressed the importance of continued access to these library collections, which contain many unique materials, and expressed concern about the loss of these materials and services in a downsizing environment. They view a consolidation effort as a means of maintaining materials and services and reducing operating costs. They recommended an easily accessible central location with adequate parking facilities. The groups rely heavily on the librarians’ services and recommended retaining the agency librarians to prevent the loss of their expertise and facilitate continued access to agency gray literature. All groups mentioned the need for remote electronic access to the libraries’ holdings and an expanded collection of CD-ROM databases. The groups also provided suggestions for sharing costs more equitably among users.

### **Comments:**

The Coalition Library Team recognizes that Alaska Natives were not represented in these focus groups and will be seeking the input of local Alaska Native groups.

The following is a summary of observations. Direct quotations from the groups are included to accurately convey their comments.

### **GROUP 1 - Department of Interior and Other State and Federal Funding Agencies**

This group consisted of nine participants from state and federal agencies that currently fund library service.

**Current Usage:**

The most important current library uses to this group are literature searches, research assistance from librarians, access to gray literature, photocopying, browsing and keeping current on new literature in their fields, interlibrary loan, legal research, and the use of these libraries as a repository for agency publications. They stressed the importance of the unique materials contained in these collections.

**Current Problems:**

This group feels that their administrators are not aware of how important the library is to them and their work. They can not write documents, such as environmental impact statements, without the background material. Their comments included:

*“Admin doesn’t realize how important the library is to their scientists.”*

*“Admin doesn’t understand why we need a library. They say, ‘You have a computer on your desk. Why do you need a library?’”*

Reductions in staff and hours are the two greatest concerns for this group. Some participants have not been receiving the Table of Contents of Journals regularly. This is a collection of the table of contents of all the journals these libraries receive. It is compiled monthly and distributed to the participating libraries and their in-house users. There is also concern that limited use of the Internet might mean that some materials are being missed when librarians conduct extensive literature searches. Microfilm format of journals is a barrier to some participants, who complained about the poor quality of photocopies from microfilm.

Some participants feel limited by having access to interlibrary loan only through the Western Library Network (WLN), a regional library network. They want interlibrary loan access through OCLC, a national and international library network. They are also concerned about the slow response time for interlibrary loan requests. Reductions in staffing mean it takes the librarian longer to make the interlibrary loan request. However, the interlibrary loan process itself is at times slow. Materials sometimes arrive at the borrowing library shortly before they are due to be returned to the lending library.

**Suggestions for the Consolidated Library:**

This group’s needs were summed up by a participant who said, “We want whatever we want, on whatever topic we want, whenever we want it.” Ideally, they would like a central library with branches in the agencies. The participants fear that an off-site library would be much easier to “defund” than an on-site library. However, they are well aware of decreasing budgets.

#### Location/Hours/Operation/Services:

One primary concern is that the consolidated library remain independent of the university. A campus location is not attractive due to inadequate parking, competition with students for workstations and materials, and concern that the consolidated library would follow the UAA calendar and be closed during class breaks. The collection itself should also remain independent of the UAA Consortium Library collection, and should continue to be a repository for agency publications.

The consolidated library should be centrally located close to agencies. Good parking facilities are essential. Hours of operation should be Monday through Friday from 8:00 to 5:00 at the minimum. Extended hours, including some Saturday hours are preferred. This group also wants good photocopy equipment and a "generous photocopy policy" (regarding costs).

If the agency libraries move off -site, this group would like reference service provided by email, telephone, and fax. They want a liaison librarian for each agency, who represents the needs of the agency and the agency's library users.

The group wants good quality networked databases, including the libraries' holdings, with good search engines and remote access from office or home. The Table of Contents of Journals, a "recent acquisitions" list, and abstracts of journal articles should be available electronically, with remote access. They also want to make interlibrary loan requests on-line.

#### Governance Issues:

The group recommended that the consolidated library be managed by an organization that would allow the library to stay open, "even if the Federal agencies were furloughed or the State went on strike." Interagency agreements were suggested as a way of sharing financial responsibility among all agencies using these library services. Broadening the constituency of library users, beyond the agencies, would increase use of the materials and services, and increase the number of participants sharing the funding responsibilities. (Some participants in this group were not aware that non-agency users, including the general public, were already using some of the participating libraries.) This group is also concerned about the long-term commitment of the participants. They suggested contacting the U.S. Department of Commerce regarding interest in this project.

## **GROUP 2 - For Profit Users and Organizations**

This group contained five environmental consultants working in the areas of spill response planning, natural resources management, geology, and related fields. All group members have used these libraries on site and one member is also a remote user, accessing the materials and services from Homer. Although all the groups mentioned the value of their time as it relates to library materials and services, this group emphasized that concern frequently throughout the session. For consultants, "time is money."

### **Current Usage:**

Current usage by this group includes: use of the collections by the users (including wildlife studies, good relevant databases, journals, and hard to find gray literature), assistance from librarians with specialized knowledge and expertise, and an appreciation for one-stop shopping for natural resources materials and related information, which is also close to other sources. The group praised the quality, uniqueness, and comprehensiveness of these collections.

### **Current Problems:**

This group uses the Alaska Resources Library extensively, which currently, due to staff reductions, does not check out books to non-federal employees. Lack of check-out privileges is the most important concern of this group. Staff reductions have resulted in some cases in a 30 minute wait for service. Other problems cited by this group were reduced hours of operation ("For private consultants, the work day does not end at 5:00."), the need for more databases and electronic networking, the slow interlibrary loan process ("Time is money."), and the need to eliminate redundancy in the journal collections between these libraries and the UAA Consortium Library.

### **Suggestions for the Consolidated Library:**

#### **Location/Hours/Operation/Services:**

Ideally, this group prefers a centralized library with branch locations. They do not want the consolidated library located on the UAA campus, but rather in the downtown area, close to the current location of the Alaska Resources Library. Adequate parking, extended hours of operation, and good quality high speed photocopiers are priorities.

This group is very concerned about materials not being available in the library when they need them. They want materials to circulate to all users, but the circulation period should be limited to 24-48 hours, to ensure reasonable access to materials. This works well for this group, since they frequently check out materials and photocopy them immediately. The group suggested that a service agreement be put in place with a local photocopy service, whereby the library staff would select material requested by the library user,



deliver it to the copy center, then forward the copy to the user. This service, strict enforcement of overdue fines, and a limit on the number of books to be checked out at a time should help reduce the chance of materials being unavailable for extended periods of time.

The most important feature to this group is a union catalog of the holdings of all libraries participating in the consolidated library, including journal articles and gray literature. They want electronic access to this and other databases, including remote access via modem from home or office.

The group wants a targeted collection development policy to ensure that the consolidated library would continue to focus on the materials they need. They recommended weeding the collection of regularly, especially since space is limited. However, several group members voiced the need for historical materials and recommended off site storage for old or infrequently used materials, rather than eliminating them from the collection. Again, the group emphasized elimination of duplication to allow for expanding the journal collection.

#### **Governance Issues:**

This group considered funding the consolidated library to be “a federal responsibility to meet federal laws.” The librarians should maintain ties to the agencies. The group recommended the formation of an advisory group, including users, to make management decisions.

#### **Cost Sharing:**

This group feels their tax dollars have already paid for this information, but they are willing to pay for expedited service and access to this information. They value their time and are used to paying others for services, especially when this is faster and cheaper than doing it themselves. They recommended charging for the following services:

- fax/photocopy service, including 24 hour service
- photocopies - They would prefer not to pay more than the Kinko's rate of six cents per page.
- microfiche printing and duplication
- use of library computers
- access to CD-ROM's and on-line services
- library cards - including varying rates for businesses, students, and the general public
- research service performed by librarians - The group indicated that it is cheaper to have experienced librarians do on-line searching than to do it themselves. They recommended an hourly rate of \$60-120 for research service.
- rent books per day for checkout rather than providing free circulation. This would also cut down on the unavailability problem.

The group recommended book sales of donations not needed by the libraries to generate additional revenue. They also suggested accepting donations of journal subscriptions.

### **GROUP 3 - Remote Users**

This group of five agency employees participated in the focus group via teleconference from Juneau, Gustavus, Yukon Flats National Wildlife Refuge, and Wrangell/St. Elias. The flip chart notes were faxed to each participant and they faxed back the results of their multi-voting.

#### **Current Usage:**

While some group members have used these libraries on-site, their primary current usage is phone requests for citations, photocopies of articles, bibliographic searches, and interlibrary loans. The Table of Contents of Journals is used extensively.

#### **Current Problems:**

Only two problems were mentioned by this group. Staff reductions at some libraries have increased response time to requests for literature searches and publications, including interlibrary loans. Since these remote users can not usually visit the libraries and do the searching themselves, they must rely on the librarians to search, locate and forward materials to them. The group also mentioned the need to improve the Table of Contents of Journals. If abstracts were included for the articles listed, the users could be more precise about their selections of journal articles and save the librarian's time spent in retrieving articles that may not be entirely on point.

#### **Suggestions for the Consolidated Library:**

##### **Location/Hours/Operation/Services:**

Even though this group uses these libraries from remote sites, they still mentioned the need for the consolidated library to have an easily accessible location with good parking and full week day hours of operation. They like the idea of one-stop shopping for natural resources information.

The group wants remote electronic access to well-maintained databases, including bibliographic databases with abstracts. They suggested the Table of Contents of Journals be made available on-line and abstracts added. They would like to request and receive information electronically.

The most important feature to this group is the timely receipt of documents with levels of priority, including fax service for critical materials. They also want continued assistance

by librarians with literature searches, and training from librarians in search techniques.  
Governance Issues:

The group suggested contacting the Forest Service Library in Juneau, which is closing, about possible involvement in this project.

#### **GROUP 4 - State and Federal Agencies Not Currently Funding Library Service**

This was a small group of three participants.

##### **Current Usage:**

This group uses these libraries primarily for literature searches and to access specialized information on Alaska, including gray literature, materials on historical navigability, law, ethnography, linguistics, Alaska Natives, maps, and graphic and photographic resources. They use the librarians for literature searches, research, and interlibrary loan.

##### **Current Problems:**

Reductions in staff and hours also reduce access to materials. The lack of check-out privileges for the general public at some libraries results in a loss of a group of users that could be supportive of the library.

##### **Suggestions for the Consolidated Library:**

###### **Location/Hours/Operation/Services:**

The consolidated library should be located in an easily accessible, central downtown location with good parking and extended hours of operation. An alternate location is the BLM Campbell Tract Environmental Education Center. The group opposes a UAA campus location, citing parking problems, user fees, and the need to compete with students for space, workstations, and materials. Since students and faculty are the UAA Consortium Library's primary clientele, this group feels they would be treated as "step children."

The group wants electronic access, including public access, to a good collection of CD-ROM databases and the library's holdings from office workstations.

Knowledgeable, experienced library staff is critical. The library should continue its role as a repository for agency publications. New services could include training users in search techniques, a newsletter announcing new materials, and programs with guest speakers on special topics.

**Governance Issues:**

This group suggested contacting the Alaska Department of Natural Resources Division of Oil and Gas, the Ombudsman's Office, the Alaska Department of Law, and the Forest Service Library in Juneau regarding interest in the consolidated library and the possibility of combining the BLM Public Room with the consolidated library. They recommended maintaining strong links to the constituency agencies, with management through the Department of Interior and a possible partnership with the Anchorage Municipal Libraries. The group expressed concern about long-term funding. "The problem is the administrators aren't the ones who use these facilities."

**Cost Sharing:**

The group stressed that, if fees are charged, collection of fees must be simple and efficient. . . Fees should be charged for library cards, photocopies, interlibrary loans, literature searches, repository service, and responses to Freedom of Information Act requests. The group recommended prorating user fees based on frequency of use, with varying costs for corporate, government, small business, and public/senior/student memberships; and the creation of a Friends of the Library Group for fund raising. The group also suggested that the consolidated library act as a clearinghouse for grant information.

**GROUP 5 - Non-Profit Users and Organizations**

This group included representatives of five nonprofit organizations, one consultant, and one Department of Interior employee. An additional nonprofit user was unable to attend the focus group, but submitted written comments, which were included in this report. A primary concern is the continued access to these specialized collections by the general public. The group expressed the need for administrators to "expand their thinking about what these libraries are and their importance to the community." The public can use these libraries to directly affect public policy. "Do the missions of these libraries address access to public information for all or only provide for work day job support?"

**Current Usage:**

Major uses by this group include the use of specialized collections containing unique and hard to find materials, gray literature, the Table of Contents of Journals service and the use of librarians' specialized expertise.

**Current Problems:**

The major problem faced by this group is the reduction in hours. They tend not to use the libraries during the day while they are on the job. Reductions in journal subscriptions

resulted in some journals not being available anywhere in Anchorage. Reductions in library staff mean users must wait in line for library service. It also means that it takes longer for newly acquired materials to be cataloged, processed and reach the shelves. The lack of check out privileges and reduced access to the Table of Contents of Journals are significant problems for this group.

### **Suggestions for the Consolidated Library:**

#### **Location/Hours/Operation/Services:**

The group recommended consolidating the libraries in an easily accessible, central location, with good parking, and located on a major public transportation route. A university location would be acceptable with good parking and extended hours of operation. The hours of operation should be adequate to meet the needs of library users who can not use the library during the day. The group recommended providing study rooms and meeting rooms available to the public, where agency staff and nonprofit groups could come together and focus on their similarities for a common good. Computers, good quality photocopiers, and any other equipment needed to use the collection should also be provided.

The group stressed that the collection should circulate to the public. They would like access to on-line services and CD-ROM databases, and remote access to the collection from home or office. However, they also feel that computers and databases are no substitute for people and stressed the importance of maintaining the librarians' expertise and agency connection. This also facilitates access to agency gray literature. This group expects the same level of specialization and service that currently exists in the separate libraries. Consolidating should not result in "diluting service." The group also requested that historical materials be retained in the combined collection.

The group suggested the library staff provide training in using the library. Volunteers could also be trained to supplement library staff. The staff should also provide special programs on topics relevant to user interests and the library missions.

#### **Governance Issues:**

The group recommended a formal funding agreement signed by all participating agencies to keep the library in tact once it has been consolidated. Agencies should contribute funds, collections, and staff. Both state and federal agencies should be involved in funding and governance. A Friends of the Library group should be formed and include resource managers. The group also recommended the formation of a citizens' oversight group to protect the public interest in access to these collections. The group expressed concern that these collections would be lost in a downsizing effort.

### **Cost Sharing:**

While this group is keenly aware of decreasing budgets, they are also concerned that users fees would further divide users into “information haves” and “information have-nots.” They feel as taxpayers that they have already paid for this information, that libraries are a public good, and that governments have a responsibility to disseminate the information paid for by public funds. However, the group did offer the following suggestions and comments:

- Annual subscriptions for library use should be prorated based on type of user, services used and amount of use, with the understanding that fees are an economic barrier to information that some users may not be able to overcome.
- Users are annoyed at “being nickel and dimed” about fees.
- Collecting fees requires staff time. This group wants the staff time spent “being reference librarians and techno-nerds, rather than figuring out how much the fee is.”
- “Given the choice between having no library and paying a fee, I’d sure pay the fee.”
- “Cut the overhead - rent, lights, etc. - but don’t cut services. Cut the frustration level of the user.”
- Accept “in-kind” contributions of time and donations in exchange for library services.

### **GROUP 6 - Miners and Other Small Industrialists**

This group of four participants did not prioritize their preferences using multi-voting. The following are based on observations of the group’s discussion. The group perspective is summarized by their statement, “For incubating new business, there is nothing more fundamental than libraries. Any new project starts at the library.”

### **Current Usage:**

This group uses these libraries as sources for unique, technical reference materials pertaining to Alaska geography and geology, both current and historical, legal and regulatory materials and journals. This group relies on the librarians’ expertise to assist them in locating needed items. They would like to use interlibrary loan, but currently do not because it is a slow process.

**Current Problems:**

This group currently lacks check-out privileges at the Alaska Resources Library. The ability to check out environmental impact statements would be very helpful in their projects. Other problems include reduced hours, limited square footage at the Alaska Resources Library, and the reduction in journal subscriptions. "Currently, Anchorage is deficient in journals and periodicals."

**Suggestions for the Consolidated Library:****Location/Hours/Operation/Services:**

This group would like to see these libraries consolidate into a single, easily accessible library in a downtown or central midtown location, such as the Federal Building or an area bounded by Lake Otis, Minnesota, Tudor and the Glenn Highway. The group cautioned against moving the consolidated library to the BLM Campbell Tract facility or to the UAA campus primarily due to campus parking problems. Good parking is a necessity. The group expects the consolidated library to be located somewhere other than the Federal Building due to the high rent costs. They suggested that a new library building be built on property across from Loussac Library to further expand on the one-stop shopping concept. They would prefer expanded hours, such as 6:00 a.m. to 6:00 p.m. The facility should contain a small federal library and office space for the Congressional delegation.

In anticipation of future growth and space needs, the group recommended acquiring more square footage and compact shelving. They would like to see more business documents added to the collection and requested that more copies of the environmental impact statements be acquired. The group suggested that all geology and geography materials be shelved together.

The group recommended that unique and historical items be scanned, indexed, and made available electronically via digital video disk. They would prefer not to deal with microfiche. The group would like access to the collection via modem from home or office. This would also address the issue of expanding library hours of operation. They recommended that the consolidated library provide Internet access for library patrons. They want the collection to circulate to all library users.

**Governance Issues:**

The group is concerned about "the barbarians at the gate and the loss or destruction of information in the downsizing effort." "It is important to please the customer. The federal government is currently losing functionality and services that benefit the customer."

Ideally, they would like to see a separate library managed by an organization that is not tied to any one agency. Alternatively, a government or private “overseer”, rather than the University, should manage the consolidated library. The concern is that the groups involved in the consolidated library would “be at each other’s throats running it.” However, the management of such a library should ultimately rest with “whoever is paying the bills.” This group recommended the formation of a Friends of the Library group and a library advisory board. They also recommended that the following organizations be contacted regarding participation in the consolidated library: USGS library and retail map office, NOAA marine and air retail map office, and the Patent Depository Library and Federal Depository Library currently housed at Loussac Library.

### **Cost Sharing:**

The group offered the following comments and recommendations regarding fees and funding sources:

User fees serve a purpose, but “the real money for libraries comes in big chunks as part of large projects.” The group recommended identifying new funding sources, including those outside Alaska, and suggested contacting the Alaska Native corporations. A Friends of the Library group should be formed to do corporate fund raising. However, the majority of funding should come from the governments, although there is concern about the long-term viability of some government agencies. There should be a budget commitment from each agency involved in the consolidated library.

In addition, there is a cost for staff time and the internal paperwork necessary to collect fees. “Minor fees” help avoid over usage of materials and services. Yearly fees for library cards should be available at various user levels. Photocopy charges should not be more than five cents per page. This group is willing to pay for “luxury” services, such as color copies.

Alternatives to fees include in-kind services such as volunteer service in exchange for library services, and having users bring in their own photocopy paper, especially for extensive projects. In addition to volunteers, university students, library science interns and recent graduates could be used to save on staff time and costs.

The group also suggested that libraries in Fairbanks, Ketchikan, Juneau, and other Alaska towns combine with the consolidated library and that electronic access be provided to all participating libraries. Efforts should be made to explain to Governor Knowles how this project affects the future of the state of Alaska.



## **GROUP 7 - Department of Interior and Other State and Federal Funding Agencies**

This group contained nine participants from agencies that currently provide funding for library services.

### **Current Usage:**

Primary uses for this group are literature searches and interlibrary loans. This group relies heavily on the librarians for assistance with searches, interlibrary loan requests, and keeping current on new materials, and praised the librarians' expertise. Continued access to gray literature is important.

### **Current Problems:**

The most frequently mentioned problems were reductions in staff and hours. Staff reductions have further delayed the interlibrary loan process, which was already slow.

### **Suggestions for the Consolidated Library:**

#### **Location/Hours/Operation/Services:**

Some group members support combining the libraries, while others prefer to retain on-site libraries in the agencies. If combined, the library should have an easily accessible central location with good parking. Due to the parking situation and competition with students for work stations and materials, this group does not consider the UAA campus a good location for the consolidated library. Hours of operation should be expanded and include some evening and weekend hours.

The consolidated library should be a "full service" library, at the very least, retaining any services that are currently available. Photocopy and fax service should be provided. The consolidated library should serve as a repository library through the Alaska State Library system and have the potential to serve as an archives for agency databases, addressing the issue of the long-term fate of databases compiled with public funds.

The most frequently mentioned suggestion pertained to staff. The consolidated library must be staffed adequately to provide a reasonable turnaround rate for requested items. At the very least, the current staff should be retained. Comments included:

*"Librarians are more important than availability of collections. They already know our research needs and have already established a librarians' network. They know each other and this helps them get the stuff fast."*

The group requested electronic access to more CD-ROM databases, on-line services, library holdings, digitized documents, current journals, and a "current contents" service,

including abstracts, from home or office. Ideally, the group would like to request and receive full-text materials via email. The Table of Contents of Journals service could be tailored to fit the needs of specific subscribers, who would receive information only on the topics they requested.

Although the emphasis is on electronic format, the group recommended keeping the books and hard copies, since not all users have access to equipment to handle electronic formats. The group also cautioned against aggressive weeding policies and recommended retaining older materials for historical purposes.

The group suggested that the consolidated library be a repository for agency video footage, slides, photographs, CD-ROMs of slide collections, and other related formats.

#### **Governance Issues:**

The consolidated library should be managed by those organizations that are providing the funding. A library board should be formed and include representatives of the agencies, university and the public.

Government cutbacks result in a loss of information to the public and widen the gap between the government and the public. To be able to make comment on government activities, the public needs access to this information and the government has a responsibility to provide information on what its doing.

#### **Cost Sharing:**

Although this group provides funding for library services and was not asked about cost sharing, they chose to discuss options for funding and cost recovery.

Users should pay for costs such as literature searches, bibliographies, on-line costs, and the librarian's time. The group expects that combining the libraries would result in a cost savings in rent and elimination of duplication of materials. Access to materials would also increase, especially to those collections currently without a librarian, such as the USGS collection. The group suggested the formation of a Friends of the Library group for fund raising and the use of volunteers to help with shelving and release the librarian's time for professional level activities. The group also suggested high school student interns who could learn about science, computers and library practice while they help the library staff.

The group suggested listing the benefits and cost savings to all the agencies that use these libraries. They also suggested calculating the cost to these agencies of **not** having a library. "There is no substitute for an excellent library." The group expects this cost to be greater, but the margin of difference needs to be compared to the cost of funding a full service library.

## **GROUP 8 - University of Alaska, Anchorage Students and Faculty**

This group consisted of six graduate students in biology and geology and one professor, and was the only group in favor of locating the consolidated library on the UAA campus.

### **Current Usage:**

This group does not rely as heavily as other groups on the services of the librarians, since part of the educational philosophy of UAA is that the students learn to do the research themselves. Their primary use of these libraries is in accessing journals, gray literature, and unpublished data.

### **Current Problems:**

This group cited as primary problems the large amount of time spent traveling to various libraries around Anchorage to search for materials, and gaps in journal holdings, which make it necessary for students to visit various libraries to use different volumes of a journal. Limited funds at the UAA Consortium Library are insufficient to acquire all needed journals and other materials. Additional problems include gaps in the USGS data at the UAA Consortium Library and the Alaska Resources Library, limited access to the USGS collection, and the fact that some unique Alaska data is not cataloged.

### **Suggestions for the Consolidated Library:**

#### **Location/Hours/Operation/Services:**

This group recommended that the collections be consolidated at one convenient location, preferably on the UAA campus. However, they do not want these materials incorporated into the UAA Consortium Library collection, and would like to see these collections in a separate science collection, perhaps on a separate floor of the Consortium Library. The group recognizes the parking problem on the UAA campus and suggested separate free visitor parking to ensure that other nonstudent library users have adequate parking available. The preferred hours of operation are 24 hours a day, seven days a week. At the minimum, the library should be open from 8:00 a.m. to 1:00 a.m.

The materials should circulate to all users and be easy to check out with one uniform library card. Enforcement of overdue fines should help ensure materials are available to users when needed.

Fax service and delivery of materials by courier would be especially important to those agencies who were losing on-site access to their libraries. The consolidated library should have well functioning photocopiers or “put a Kinko’s right inside the library.”

Ideally, this group would like to see the consolidated library acquire every new journal and periodical as soon as they are published. They requested that all journals, bound and

unbound, be located in one central place for ease of use. Current journals could be displayed.

The group recommended that USGS materials be added to the collection. They also want computer terminals with Internet access, more on-line services, digitized materials, including Alaska materials and gray literature, available on the Internet with full color JPEG graphics, good search engines, more CD-ROM databases, a "current contents" service, and remote access to all of these from home or office.

#### **Governance Issues:**

The group recommended that UAA administer the consolidated library, with the federal agencies as partners. They fear the federal working hours would be too restrictive, if the federal agencies managed the facility, and are concerned about a lack of long-term commitment on the part of the state of Alaska. Librarians should be paid by the agencies, but work at the university.

#### **Cost Sharing:**

The group recommended that library users pay for library services on an as-needed basis. People who use more services should pay more. Access costs should be kept minimal and the consolidated library should be open for the public to use free of charge. This is especially important to students who do not have the resources to pay for literature searches and bibliographies, and must do the work themselves. Users should pay for bibliographies prepared by the librarians, research performed by librarians, document delivery, desktop access fees, and reasonable photocopy costs. Library cards should be available to everyone at a reasonable fee. Subscription fees for library services could be charged by semester, department, agency or individual user.

Consolidating the libraries with the UAA Consortium Library allows them to take advantage of in-kind resources which UAA may provide.

## **Appendix B – Survey and Survey Summary**

### **Coalition Library Reinvention Lab Combined Library Survey April 1996**

#### **Introduction:**

The survey was run in late March and early April of 1996. Each agency library surveyed its own users. Most surveys were distributed by e-mail; some were distributed in hard copy. Alaska Resources Library did not survey its public users which constitute about fifty percent of its user base. U.S. Forest Service, and U.S. Geological Survey were compiled in addition to those agencies supporting libraries currently.

Various technical and procedural difficulties diminished the number of completed surveys. Fish and Wildlife Service ran the survey for only one week and as a result had a low response percentage. The validity of their response is enhanced because their answers mirror the results of an independent survey done within the last two years. National Park Service experienced e-mail distribution problems. Oil Spill Public Information Center (OSPIC) has an indeterminate user base and most of its users are occasional or one time users. The results of the combined survey are very much in keeping with the focus group results. This tends to corroborate the survey results.

#### **Agency size and participation follows:**

<b>Agency</b>	<b>size</b>	<b># surveys</b>	<b>%</b>
ADF&G in Anchorage	200	52	26%
AEIDC/UAA Nat. Res.	92	23	24%
BLM	700	153	22%
FWS	528	83	16%
MMS	84	20	24%
NBS	85	32	38%
NPS	396	39	10%
OSPIC (also surveyed public users)	indeterminable		
USFS	175	6	4%
USGS	<u>70</u>	<u>8</u>	<u>11%</u>
<b>Total</b>	<b>2330</b>	<b>414</b>	<b>18%</b>

**Respondents:**

The respondents are experienced professionals with long agency employment tenure. Eighty percent have been with their agency more than five years. Eighty-five percent have practiced their profession from six to over twenty years. Fifty percent, however, report being in their current position less than five years.

**Professions of Survey Respondents:**

Biologists	182	Surveyors/cartographers	15
Land law professionals	49	Engineers	12
Administrative	55	Educators	12
Cultural/social resources	32	Miscellaneous	<u>20</u>
Other Nat. Resources Prof.	21	<b>Total</b>	<b>428</b>
Geologists	20		

## **Results:**

Ninety percent of all respondents said they needed library access in order to perform their jobs.

## **Library Usage:**

Maximizing research efficiency is the greatest value of these libraries to their agencies. Having library access means researchers can produce complete, fast, up to date results.

Respondents reported that if these libraries should disappear, it would not only cost more money for materials and slow the process, but it would impinge on researchers ability to do a creditable job. One researcher from National Park Service put it this way,

*"Loss of these libraries would pretty much turn me from a contributing scientist into a blithering bureaucrat with a stack of CFR's on her desk."*

Respondents use most the library within their building. Respondents who do not have a library within their building (USGS, NPS, FS) use Alaska Resources Library the most locally. USGS extensively uses libraries in Reston and Menlo Park. BLM and Oil Spill Public Information Center researchers seldom go beyond on-site library use. Most other agency researchers extensively use other libraries in the group. Alaska Resources Library is the most used library when all responses are considered together.

## **Services and Materials:**

Survey respondents use library services in the following order, although not all services are available to all respondents:

- |   |                                   |
|---|-----------------------------------|
| 1. In-library use                           | 7. Photocopying                   |
| 2. Checkout                                 | 8. Table of Contents              |
| 3. Reference questions                      | 9. Bibliographies                 |
| 4. Interlibrary loan                        | 10. In-depth research & synthesis |
| 5. Computer searches/<br>librarian done     | 11. Organizing collections        |
| 6. Computer searches/<br>done by researcher |                                   |

## **APPENDIX C - Legal Agreements**

Survey respondents value library materials in the following order:

- |                               |                              |
|-------------------------------|------------------------------|
| 1. Journal articles           | 6. Maps                      |
| 2. Government publications    | 7. Conference Proceedings    |
| 3. Books                      | 8. Masters & Doctoral Theses |
| 4. Legal                      | 9. CD-ROM indexes            |
| 5. Unpublished agency reports | 10. Audio/visual materials   |

### **Staffing and Response Time:**

Eighty percent of the respondents need library materials within a week. Sixteen percent of those need materials immediately. Seventy percent are getting library materials quickly enough. Seventeen percent believe they are not receiving materials promptly enough.

Eighty percent of the surveys find a professional reference librarian important or very important. Using one saves time and increases completeness. Only ten percent find a professional librarian of little importance or unimportant.

### **User Suggestions:**

Location, access, completeness of the resource are the biggest issues suggested by users in going to a coalition library.

1. Location should be central and as close to the most users possible.
2. While many users preferred libraries to stay in their building, they offered the following access suggestions: shuttle bus service, delivery on e-mail, table of contents service, interlibrary loan, delivery service. In addition parking, hours that match or exceed agency hours, electronic access including access from and to the internet are very important.
3. Collect as complete a resource as possible for one stop shopping; keep it up to date; keep it staffed.



**STATEMENT OF INTENT**

**To Establish**

**Alaska Resources Library and Information Services**

## STATEMENT OF INTENT

To Establish

Alaska Resources Library and Information Services

1. The undersigned state, federal and university officials hereby signify their intent to organize and jointly operate a natural and cultural resources library, and provide related services, in Anchorage, Alaska.

2. It is proposed that this facility be called the Alaska Resources Library and Information Services (ARLIS) and that it become a repository for information and research on said resources in Alaska.

3. Although this letter of intent is not legally binding, it nonetheless evinces the good faith intent of each signator to accomplish the goals set forth in greater detail in Appendix A, which is attached hereto and incorporated herein by reference

4. The undersigned intend to proceed as expeditiously as possible to effectuate a management plan consistent with the principles set forth in Appendix A which may be accomplished under

existing laws and regulations and to appropriately propose those modifications, if any, necessary to existing laws and regulations to fully effectuate the management plan.

E. Lee Gorsuch Date:  
E. LEE GORSUCH  
Chancellor  
University of Alaska Anchorage

Deborah L. Williams Date:  
DEBORAH L. WILLIAMS  
Special Assistant to Secretary  
U.S. Department of the Interior

\_\_\_\_ Date:  
JANET KOWALSKI  
Director, Habitat & Restoration  
Alaska Department Fish & Game

Tom Allen Date: 5/30/97  
TOM ALLEN  
State Director  
Bureau of Land Management

David B. Allen Date: 5/30/97  
DAVID B. ALLEN  
Regional Director  
U.S. Fish & Wildlife Service

John Goll Date: 5/30/97  
JOHN GOLL  
Regional Director  
Minerals Management Service

Marcia Blaszak Date: 5/30/97  
MARCIA BLASZAK  
Superintendent Alaska Support  
National Park Service

Gordon Nelson Date:  
GORDON NELSON  
Director's Representative  
U.S. Geological Service

## **APPENDIX A**

The following is proposed as an initial management structure. This structure may change at the discretion of the Founders Board.

### **STRUCTURE:**

**Founders Board:** The Founders Board will be composed of the Alaska heads of the founding agencies or their duly designated representatives. This body will meet at least twice a year and will review and approve policy, proposals, and budget.

### **Users' Group:**

#### **Goals:**

- equitable charges for all users
- flexible membership structure
- fees for service, copies, etc.
- membership allows discount for services
- access to library and use of materials are free
- Founders contribute substantial on-going collections, staff, or operating expenses.

Users of the library fall into several types, each with an associated cost/fee structure: 1. founding agency staff; 2. general public; 3. organizational or other memberships as appropriate.

### **BUDGET:**

#### **Goals:**

- a fully funded library combining agency support and fee revenue
- agency support is directly related to the services they receive
- activity based budgeting
- no year funds (ability to carry over funds; operating funds don't expire)
- revolving funds (pass through costs and revenue stay with the library)
- indirect costs built into agreement
- single budget report
- costs spread equitably across the agencies

## **PROCUREMENT:**

### **Goals:**

- cost effective/responsive/efficient procurement
- ability to receive monetary and in-kind donations
- ability to dispose of donations
- reasonable and responsive procurement support, including:
  - contract oversight
  - bid processing
  - bill payment
- reasonable and responsive facility management
- access to surplus equipment
- ability to use surplus mechanisms at the Library Management Team's discretion
- ideally, the library owns the collection.

## **COLLECTION:**

### **Goals:**

- maintain in a single facility to be separately and distinctly identified as the Alaska Resources Library and Information Services
- collect materials that support research, management, interpretation and development of Alaska resources
- focus on Alaska and the Arctic with emphasis on
  - fish
  - wildlife
  - geology
  - mining
  - archeology
  - anthropology
  - Exxon Valdez oil spill
  - cold weather engineering
  - petroleum engineering
  - hazardous waste
  - oceanography
  - climate
  - forestry
  - ecology
  - historic preservation
  - subsistence
  - environmental education
  - land use planning
  - water resources

- collect report literature of limited distribution and agency documents relating to ARLIS' areas of emphasis
- titles are to be collected, regardless of format, based on content, the significance of the subject, intended audience and purpose

## **CIRCULATION**

### **Goals:**

- maintain one non-circulating copy of all founding agencies publications in order that they will be available in the library
- maintain a reference collection which will not circulate
- library cards will be based on appropriate identification
- fines may be charged

## **PUBLIC RELATIONS**

### **Goals:**

- foster open, two-way communication between the library, its governing officials and the various publics the library serves
- promote a good understanding of the variety of services available to all patrons
- be responsive to the needs of the various publics served
- provide a variety of mechanisms for members of the public to express their opinions about library matters

**MEMORANDUM OF UNDERSTANDING**

**among:**

**UAA, BLM, NPS, FWS, MMS, USGS, and EVOS Trustee Council**

**relating to:**

**Establishing the Alaska Resources Library and Information Services**

among:

UAA, BLM, NPS, FWS, MMS, USGS, and EVOS Trustee Council

relating to:

Establishing the Alaska Resources Library and Information Services

- I. Purpose. This Memorandum of Understanding (MOU) provides a framework for the organization and joint operation of the Alaska Resources Library and Information Services (ARLIS) in Anchorage, Alaska. This facility shall be a repository for information and research on Alaska's natural and cultural resources.
- II. Background and Objective. The Department of the Interior (DOI) and state agencies experienced severe cuts in library budgets and staff which resulted in reduced service and efficiency. A group of librarians began exploring the idea of consolidating affected libraries so that even in a time of budget cutbacks, service to agency personnel would remain at a high level. As a result of the group's efforts, ARLIS was proposed.

Agencies involved in the development of the proposed library include the: University of Alaska Anchorage (UAA); Bureau of Land Management, Alaska (BLM-AK); National Park Service (NPS); U.S. Fish and Wildlife Service (FWS); Minerals Management Service (MMS); U.S. Geological Survey (USGS); Exxon Valdez Oil Spill (EVOS) Trustee Council (TC); and the Alaska Department of Fish and Game (ADF&G).

The joint goal of the signatory agencies is to create efficiency and cost savings by eliminating duplication, increasing staffing efficiency, and improving public access to natural and cultural resources information. Colocation of the various collections will make available an array of specialized natural and cultural resource information in a single location. The collections will be for the agencies' joint use and all library users --whether general public or resource professionals. This invaluable information resource base is to be consolidated in the population center of Alaska --Anchorage.

It is the signatory agencies intention that the University of Alaska Anchorage will administer the combined collection pursuant to appropriate contractual agreements with UAA. The agencies have agreed to this MOU to set forth the conceptual provisions to guide the administration of ARLIS.



### III. Authority

- A. Secretarial Order 3115, September 5, 1986; 110 DM 10.6 transmitted to BLM by release 2720, December 19, 1986
- B. Economy Act of June 30, 1932 (47 Stat. 417; 31 U.S.C. 1535)
- C. Public Law 97-258, September 18, 1982, as amended, 31 U.S.C. Section 6305

### IV. Organization and Responsibilities. The signatories hereto agree to the following organizational structure for ARLIS and agree to promptly implement this agreement by appropriate contractual agreements, to the extent allowable by law.

#### A. Founding Agencies

- 1. Any publicly funded or nonprofit entity who signs this MOU and annually contributes a founder's share for the operation of ARLIS may be a founding agency.
  - a. UAA, BLM, NPS, FWS, MMS, USGS, EVOS TC and ADF&G intend to be founding agencies.
  - b. At any point in time, other agencies may become founding agencies by signing this MOU and establishing the underlying contractual relations to contribute a founder's share for the operation of ARLIS.
  - c. EVOS TC, the DOI agencies (NPS, FWS, MMS, USGS) and any other DOI agency participating in ARLIS may pay their shares through the BLM.
  - d. Founding agencies shall enter into appropriate contractual relationships to accomplish the purposes of this MOU. Those relationships shall establish the agencies' legal obligations and requirements regarding payment, transfer of property and services.
- 2. Contributions of the founding agencies shall be as follows:
  - a. Annual
    - (1) The amount of a founder's share for ARLIS is, at least, an annual expenditure of \$40,000.
    - (2) The founder's share may be met through cash, personnel and/or the purchase of new equipment.
    - (3) The annual operating budget of ARLIS will provide for the appropriate allocation of expenses among the founding agencies. The founding agencies shall enter into appropriate contractual relationships to ensure that the ARLIS annual budget is met.

- b. Each founding agency agrees to combine, to the extent allowable by applicable law, its collection of books, book shelves, library furniture, computers, and provide an inventory of its contribution.
- c. The value of existing collections at the time of colocation will not contribute to the calculation of the founder's share. However, amounts expended to directly purchase goods or services needed for the operations of ARLIS will be considered in-kind contributions to be included in calculation of the founder's share.
- d. The founders share contributed by UAA may be composed of a donation of all or part of normal administrative charges. It is agreed that UAA ordinarily charges at least 27% administrative overhead and will charge ARLIS 18% on all charges, excluding rent, in-kind contributions and costs of the accounting clerk position. This 9% donation may contribute to the calculation of UAA's founders share.
- e. These provisions shall be carried out through the execution of appropriate contractual instruments, either contracts, interagency agreements or intra-agency agreements, when necessary.
- f. To the extent that monies are received for the operation of ARLIS in excess of the annual budget for that year, UAA is entitled to receive recoupment of all or part of its \$50,000 contribution to ARLIS for that year.

### 3. Founders Board

- a. Representatives of the founding agencies shall form a Founders Board to ensure that ARLIS is managed in accordance with the intent expressed in this MOU.
- b. Members of the Founders Board shall be executives of the founding agencies in Alaska or their duly designated representatives.
- c. Functions of the Founders Board are to:
  - (1) approve ARLIS annual budgets and act on any necessary budget amendments
  - (2) jointly make management decisions
  - (3) adopt policies for the efficient operation of ARLIS
  - (4) ensure that ARLIS operates to maintain a high level of service to the public and agencies
  - (5) act on notice(s) to withdraw
  - (6) in the event of a withdrawal or dissolution, adopt a formula for determining the pro rata share of new acquisitions for distribution, and
  - (7) adopt procedures for functioning of the Founders Board.
- d. The Founders Board shall meet at least twice a year.

## B. Participating Agencies

1. Any publicly funded or nonprofit entity who signs this MOU and annually contributes at least the amount of a participating share to UAA for the operation of ARLIS, either directly or through BLM.
  - a. EPA and FAA, as signatories hereto, indicate their intent to become participating agencies.
  - b. Additional federal, state or other agencies may become participating agencies by signing this MOU and establishing an appropriate contractual relationship for contribution of a participating share to the administration and management of and access to ARLIS.
2. A participating share shall be \$5,000 per year.

## C. Withdrawal

1. Any signatory hereto may withdraw from this MOU at any time. The withdrawal shall be effective upon at least thirty (30) days written notice to the Founders Board and cancellation of any underlying contractual obligations.
2. Unless specific provision is made through contractual agreement, all property, furniture and books contributed by the withdrawing founding agency, shall be returned to that agency along with any additions, accretions or updates after the effective date of withdrawal from ARLIS. All items shall be returned within ninety (90) days of the effective date of the notice to withdraw. In addition, a withdrawing founding agency shall be entitled to a pro rata share of materials purchased with funds designated for ARLIS, if the founding agency's contribution was not earmarked for specific acquisitions. If the contribution was earmarked, the release of the acquired item(s) from ARLIS to the agency will satisfy the agency's pro rata share. This pro rata share is to be calculated pursuant to a formula adopted by the Founders Board.
3. Upon withdrawal from this MOU, participating agencies shall not be entitled to a pro rata share of materials purchased with funds designated for ARLIS.

## V. Administrative Provisions


- A. Nothing in this MOU will be construed as affecting the authorities of the signatories hereto or as binding beyond their respective authorities. The signatories hereto will participate in ARLIS as set forth in this MOU only to the extent allowed by their

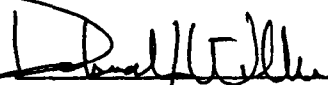
respective legal authorities, which authorities are federal law for federal agencies and state law for state agencies.


- B. This MOU excludes any obligation for the exchange of federal or state funds, supplies, equipment or services. Any such exchange or transfer shall be handled through instruments specifically used for those purposes.
- C. No Member of, or Delegate to, or Resident Commissioner in, Congress shall be admitted to any share or part of this agreement, or to any benefit that may arise therefrom, unless the share or part or benefit is for the general benefit of a corporation or company.
- D. Conflicts between signatory agencies which cannot be resolved at the operational level shall be referred to successively higher levels for resolution. It is the intent of the signatories that the Founders Board be the instrument for resolution of disputes regarding implementation of this MOU and operation of ARLIS.
- E. Terms of this MOU may be amended or cancelled at any time with the written consent of all the signatories.
- F. One or more of the signatory agencies may withdraw from this MOU and participation in ARLIS at any time. Said withdrawal will be effective upon 30 days written notice to the other signatories. Withdrawal by one or more signatories does not terminate this MOU for the other signatory agencies.
- G. This MOU will be reviewed at least every 2-1/2 years to determine its adequacy, effectiveness and continuing need.
- H. Until authorized by law or regulation, there shall be no charge for use of or access to the federal collections.
- I. Nothing in this agreement shall affect UAA's ability to accept donations for ARLIS. Any donations shall result in a change in calculation of future year's operating budgets.
- J. All participants agree to full disclosure of any and all contractual or other agreements with UAA for operation of ARLIS.
- K. Nothing contained in this MOU shall be construed as binding the signatories to expend in any one fiscal year any sum in excess of appropriations made by the United States Congress or the Alaska Legislature, and available for the purposes of this MOU for that fiscal year, or as involving the United States or the State of Alaska in any contract or other obligation for the further expenditure of money in excess of such appropriations.

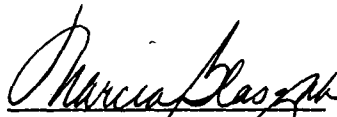
- L. All activities pursuant to this MOU and the provisions of Exec. Order No. 11246, 3 C.F.R. 339 (1964-65) shall be in compliance with the requirements of Title VI of the Civil Rights Act of 1964 (78 Stat. 252; 42 U.S.C. 2000d et seq.); Title V, Section 504 of the Rehabilitation Act of 1973 (87 Stat. 394; 29 U.S.C. 794); The Age Discrimination Act of 1975 (89 Stat. 728; 42 U.S.C. 6101 et seq.); and with all other federal and state laws and regulations prohibiting discrimination on grounds of race, color, national origin, handicap, religion or sex in providing for facilities and service to the public.
- M. Nothing herein contained shall be deemed to be inconsistent with or contrary to the purpose of or intent of any Act of Congress or the laws of the District or the State of Alaska establishing, affecting, or relating to the MOU.
- N. The signatories certify that comprehensive actions will be taken to ensure the work place is drug free.
- O. No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, to favor or oppose, by vote or otherwise, any legislation or appropriation by Congress, whether before or after the introduction of any bill or resolution proposing such legislation or appropriation; but this shall not prevent officers or employees of the United States or of its departments or agencies from communicating to Members of Congress on the request of any Member or to Congress, through the proper official channels, requests for legislation or appropriations which they deem necessary for the efficient conduct of the public business. PENALTY: Whoever, being an officer or employee of the United States or of any department or agency thereof, violates or attempts to violate this section, shall be fined not more than \$500 or imprisoned not more than one year, or both; and after notice and hearing by the superior officer vested with the power of removing him, shall be removed from office or employment.
- P. This MOU will expire in 5 years, unless previously canceled, extended or renewed.
- Q. This MOU becomes effective initially upon execution by UAA and the DOI agencies. This MOU may be entered into and become effective seriatim as other governmental and nonprofit entities become signatories.


APPROVED:


 Date: 9/15/97  
E. Lee Gorsuch  
Chancellor  
University of Alaska Anchorage


 Date: 9/15/97  
Deborah L. Williams  
Special Assistant to the Secretary  
U.S. Department of the Interior

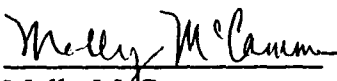
 Date: 9/15/97  
Tom Allen  
State Director  
Bureau of Land Management, Alaska

 Date: 9/15/97  
Marcia Blaszak  
Superintendent Alaska Support Office  
National Park Service

 Date: 9/15/97  
David B. Allen  
Regional Director  
U.S. Fish & Wildlife Service

 Date: 9/15/97  
John Goll  
Regional Director  
Minerals Management Service

 Date: 9/15/97  
Gordon Nelson  
Director's Representative  
U.S. Geological Service

 Date: 9/16/97  
Molly McCammon  
Executive Director  
Exxon Valdez Oil Spill Trustees Council

STATEMENT of the ALASKA DEPARTMENT OF FISH & GAME  
REGARDING PARTICIPATION IN THE MEMORANDUM OF UNDERSTANDING

among:

UAA, BLM, NPS, FWS, MMS, USGS, and EVOS Trustee Council

relating to:

Establishing the Alaska Resources Library and Information Services

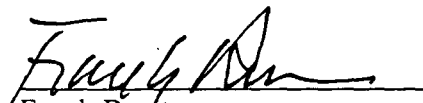
Pursuant to the authorities set forth in the Alaska Constitution, article XII, § 2 and A.S. 16.05.050, the Alaska Department of Fish & Game (ADF&G) joins in the attached Memorandum of Understanding (MOU) as a founding agency of the Alaska Resources Library and Information Services, in accordance with MOU sections IV.A.1 and IV.A.2. As discussed below, joinder by ADF&G is limited to that authorized by law.

The MOU includes provisions creating a "Founder's Board" and describing the functions and authority of that board, such as: approval of ARLIS annual budgets and budget amendments; approval of management decisions and policies; action on notices to withdraw; adoption of a formula for pro rata distribution of new acquisitions purchased with ARLIS funds; adoption of board procedures; and resolution of conflicts pertaining to the MOU or operation of ARLIS.

Applicable state law precludes recognition of the Founder's Board as an entity with any authority over ADF&G policy, property or finances. As a result, this board may not speak on behalf of ADF&G, or otherwise bind ADF&G on any issues relating to the MOU or to ARLIS. As to ADF&G, state law requires that actions of the Founder's Board be construed as strictly advisory.

In spite of this legal limitation, ADF&G signs the MOU pursuant to MOU section V.A., which states that the MOU may not be construed as affecting the authorities of the signatories, or as binding the signatories beyond their respective authorities. Therefore, the signatories will participate in ARLIS as set forth in the MOU only to the extent allowed by applicable state or federal law.

APPROVED:

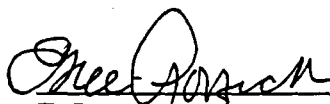
  
Frank Rue

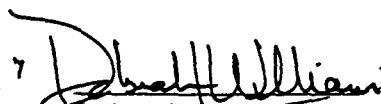
Commissioner


Alaska Department of Fish & Game

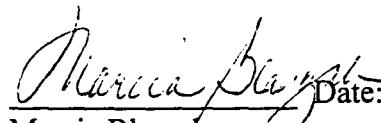
Date: 10.21.97

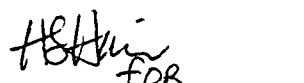
WITHOUT AMENDING THE MEMORANDUM OF UNDERSTANDING, THE UNDERSIGNED APPROVE OF ADF&G'S JOINDER IN THE MOU WITH THE LIMITATIONS SET FORTH IN THE ATTACHED ADF&G SIGNATURE PAGE (MOU PAGE 8):

 Date: 10-24-97  
E. Lee Gorsuch  
Chancellor  
University of Alaska Anchorage


 Date: 10/24/97  
Deborah L. Williams  
Special Assistant to the Secretary  
U.S. Department of the Interior

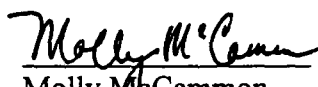
 Date: 10/27/97  
Tom Allen  
State Director  
Bureau of Land Management, Alaska

 Date: 10/24/97  
Marcia Blaszak  
Superintendent Alaska Support Office  
National Park Service

 Date: 10/24/97  
David B. Allen  
Regional Director  
U.S. Fish & Wildlife Service

 Date: 10/24/97  
John Goll  
Regional Director  
Minerals Management Service

 Date: 10-24-97  
Gordon Nelson  
Director's Representative  
U.S. Geological Service  
Survey

 Date: 11/5/97  
Molly McCammon  
Executive Director  
Exxon Valdez Oil Spill Trustees Council



ASSISTANCE AGREEMENT

between:

The U.S. Bureau of Land Management and the University of Alaska Anchorage

for

Operating and maintaining the Alaska Resources Library and Information Services

**ASSISTANCE AGREEMENT**

PAGE 1 OF 18 PAGES

1. AGREEMENT NO.  
1422L953-A97-0017

2. TASK ORDER NO.

3. TYPE OF AGREEMENT (Check one)  
☐ GRANT ☒ COOPERATIVE AGREEMENT


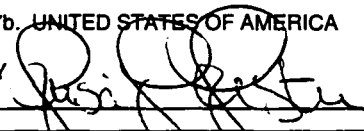
NOTE: By signing this document, the recipient agrees to perform in accordance with all the enclosed terms, conditions and documents attached thereto.

4. NAME, ADDRESS AND PHONE # OF ASSISTANCE OFFICER Leisa L. Lester Bureau of Land Management 6881 Abbott Loop Road Anchorage, AK 99507 (907)267-1465		5. NAME, ADDRESS AND PHONE # OF RECIPIENT University of Alaska Anchorage William Rose, Vice Chancellor for Administrative Services 3211 Providence Drive Anchorage, AK 99508 (907)784-4620																
6. NAME, ADDRESS AND PHONE # OF ASSISTANCE REPRESENTATIVE Catherine S. Vitale Bureau of Land Management 222 W. 7th Ave., #36 Anchorage, AK 99513 (907)271-3077		7. NAME, ADDRESS AND PHONE # OF RECIPIENT'S PROJECT MANAGER Barbara Soklov, Director Consortium Library University of Alaska Anchorage 3211 Providence Drive Anchorage, AK 99508																
8. PROGRAM STATUTORY AUTHORITY: FLPMA of 1976, Sec. 307(b)		9. STARTING DATE September 15, 1997																
10. EFFECTIVE DATE September 15, 1997		11. COMPLETION DATE September 30, 2002																
12. TYPE OF RECIPIENT (Check one)  STATE LOCAL GOVERNMENT <input checked="" type="checkbox"/> EDUCATIONAL INSTITUTION INDIVIDUAL FOR-PROFIT ORGANIZATION NON-PROFIT ORGANIZATION OTHER (Specify)		13. FUNDING INFORMATION <table><thead><tr><th></th><th>Recipient</th><th>BLM</th></tr></thead><tbody><tr><td>This obligation</td><td>\$</td><td>\$</td></tr><tr><td>Previous obligation</td><td>\$ -0-</td><td>\$ -0-</td></tr><tr><td>Total obligation</td><td>\$</td><td>\$</td></tr><tr><td>Share Ratio</td><td>_____ %</td><td>_____ %</td></tr></tbody></table>			Recipient	BLM	This obligation	\$	\$	Previous obligation	\$ -0-	\$ -0-	Total obligation	\$	\$	Share Ratio	_____ %	_____ %
	Recipient	BLM																
This obligation	\$	\$																
Previous obligation	\$ -0-	\$ -0-																
Total obligation	\$	\$																
Share Ratio	_____ %	_____ %																

14. ACCOUNTING AND APPROPRIATION DATA

15. PROJECT TITLE AND BRIEF SUMMARY OF THE OBJECTIVES  
"ALASKA RESOURCE LIBRARY AND INFORMATION SERVICE"  
(ARLIS)

To combine human and financial resources of local, state and federal entities for the purpose of providing a specialized resource information center to the public as a whole.

16a. NAME AND TITLE OF SIGNER (Type of print) William S. Rose, Vice Chancellor of Administrative Services, UAA		17a. NAME AND TITLE OF ASSISTANCE OFFICER (Type of print) Leisa L. Lester, AK 68 Assistance Officer BLM Alaska	
16b. RECIPIENT 	16c. DATE SIGNED 9/17/97	17b. UNITED STATES OF AMERICA BY 	17c. DATE SIGNED 10/6/97

## I. Statement of Joint Objectives

### A. Purpose

This agreement is made and entered into by the Department of the Interior, Bureau of Land Management, Alaska State Office (BLM), and University of Alaska Anchorage (UAA), for the purpose of housing and managing a library comprised of local, state, and federal entities will henceforth be referred to as the "Alaska Resources Library and Information Services" (ARLIS).

The BLM, acting as "lead agency" of the ARLIS, will collect funding and staffing from the other Department of Interior (DOI) agencies: Fish and Wildlife Service (FWS), Minerals Management Service (MMS), National Park Service (NPS), and U.S. Geological Survey (USGS) via an Intra-Agency agreement. BLM is responsible for federal Joint Pipeline Office (JPO) and Exxon Valdez Oil Spill Tribal Council (EVOS-TC) collection. BLM may be available to collect funding from other federal agencies, such as Federal Aviation (FAA) and Environmental Protection Agency (EPA) through Inter-Agency agreements. Combined with BLM's funds, these amounts will in be put into this cooperative agreement for reimbursement to the UAA for the management and housing of the ARLIS. Alaska Department of Fish and Game (ADF&G) will have a corollary agreement with UAA defining their participation and support for ARLIS.

### B. Objective

- 1) To strengthen the capacity to provide specialized resource information services to the public as a whole; and more specifically to the BLM, FWS, MMS, FAA, NPS, USGS, EPA; and to joint state/federal partners Exxon Valdez Oil Spill Trustee Council (EVOS-TC) and Joint Pipeline Office (JPO); and to state partners Alaska Department of Fish and Game (ADF&G), and the University of Alaska Anchorage students and faculty.
- 2) To consolidate and preserve invaluable information resources in the population center of Alaska;
- 3) To improve public access to these information resources;
- 4) To reduce the cost to the federal agencies; thereby decreasing tax burdens to the public.

### C. Authority

*Federal Land Policy and Management Act of 1976, Sec. 307(b)*

*Secretarial Order 3115, September 5, 1986; 110 DM 10.6 transmitted to BLM by release 2720, December 19, 1986.*

### D. Benefits.

#### 1) Benefits to the Public:

- \* Consolidated information resources are easier for the public to use because all information will be housed in one central location with ample free parking and accessible for the physically challenged .
- \* The public will have longer hours available to access the library collection. ARLIS will be open to the public from 8:00 a.m. to 5:00 p.m. or later.

- \* The ARLIS library catalog will be accessible from the Internet.
  - \* Collections of books from MMS, BOM, NPS, USGS and USF&WS, which have previously been inaccessible to the public, will be accessible in ARLIS.
- 2) **Benefits to UAA:** UAA will have a Natural Resources/Science library available to support its curriculum, providing excellent reference materials for scholarly use. Also, students will be hired as library technicians to work in ARLIS, providing supplemental income to continue their education at UAA.
  - 3) **Benefits to State and Federal Agencies:** Federal and State agencies that have land and resource specialists stationed at remote sites, will be able to retrieve daily information from the library. Anchorage employees will have a much greater concentration of information and increased access to cross-disciplinary materials. These factors make the combined library the most viable solution to increase cost-effectiveness and efficiency for State and Federal employees.

## **II. Definitions**

- A. **Agreement:** this cooperative agreement.
- B. **Assistance Officer (AO):** the BLM's Assistance Officer.
- C. **Assistance Representative (AR):** the BLM's Assistance Representative.
- D. **BLM:** the Bureau of Land Management. May also be referred to as Bureau.
- E. **CFR:** Code of Federal Regulations.
- F. **Fiscal Year (FY):** the Federal fiscal year which extends from October 1 of one year through September 30 of the following year.
- G. **UAA:** the University of Alaska Anchorage. May also be referred to as recipient.
- H. **Not-to-Exceed Amount (NTE):** the maximum Federal funding amount.
- I. **OMB:** Office of Management and Budget.
- J. **Project Inspector (PI):** the BLM's project inspector.
- K. **Task Order (TO):** the order which is issued against the agreement to obligate funds for specific services or work to be accomplished.
- L. **Interior Agencies Libraries:** the library collections of BLM (including federal JPO and EVOS-TC), NPS, USF&WS, MMS, USGS in Anchorage Alaska.

## **III. Project Management Plan**

- A. **The University of Alaska Anchorage agrees to:**
  1. Administer the combined collections according to the terms and conditions set forth in the Memorandum of Understanding (MOU) relating to establishing ARLIS, effective September 15, 1997, which MOU is herewith and herein incorporated by reference and attached as appendix C.
  2. Provide space to house the ARLIS collection for public usage.

3. Purchase all supplies, books and journals necessary to support library operations.
4. Contract for bibliographic utilities and online services as needed.
5. Be responsible for budgeting and day-to-day financial operations of the library. The UAA will immediately notify the assistance officer (AO) of actual or potential cost over-runs. If a cost over-run occurs, the ARLIS Founder's Board as described in the MOU will collaboratively resolve and be jointly responsible for the financial shortfall based on each agency's willingness, ability and authority to pay.
6. Hire additional staff as needed for library projects.
7. Generally perform any procurement or management tasks necessary to sustain library operations.
8. Provide in-kind librarian and technical services in the amount of \$117,750 per year.
9. Provide all necessary maintenance and repairs to computers and equipment used for ARLIS.
10. That in the event of additional agencies joining ARLIS, either as founder or participating agency, the annual budget and this agreement may be modified as necessary.
11. That in the event of dissolution or withdrawal, the UAA will return library books and furniture to the Interior Agencies from which they came. Books and journals purchased by UAA for ARLIS will be returned in a prorated distribution as defined by the Founder's Board that is based on Interior Agency libraries' contributions. In the event of dissolution UAA will integrate EVOS-TC books, journals, and other library and information resources, both contributed by EVOS-TC and purchased by UAA, into the UAA collection.
12. That in the event of one or more agencies shown on the appendix listing contributing agencies (Appendix B) does not participate or withdraws, BLM will have the right to re-negotiate for less costs and less space and the ARLIS annual budget may be modified accordingly.
13. The Parties accept responsibility for any property damage, injury or death, caused by the acts or omissions of their respective employees, acting within the scope of their employment, to the fullest extent permitted by law. To the extent work is to be provided by a nongovernmental entity or persons, UAA will require that entity or person to:
  - (a) Procure public and employee liability insurance from a responsible company or companies with a minimum limitation of One Million Dollars (\$1,000,000) per person for any one claim, and an aggregate limitation of Three Million Dollars (\$3,000,000) for any number of claims arising from any one incident. The policies shall name the United States as an additional insured, shall specify that the insured shall have no right of subrogation against the United States for payments of any premiums or deductibles due thereunder, and shall specify that the insurance shall be assumed by, be for the account of, and be at the insured's sole risk. Prior to beginning the work authorized herein, the contractor shall provide the Service with confirmation of such insurance coverage; and
  - (b) Pay the United States the full value for all damages to the lands or other property of the United States caused by such person or organization, its representatives, or employees; and
  - (c) Indemnify, save and hold harmless, and defend the United States against all fines, claims, damages, losses, judgement, and expenses arising out of, or from any omission or activity of such person organization, its representatives, or employees.

**B. The BLM agrees to:**

1. Provide reimbursements to the University of Alaska Anchorage in accordance with Section VI., Financial Support, and Section VII, Payments, of this agreement and applicable OMB and Treasury Regulations for managing and housing the DOI collections in ARLIS.
2. Provide Interior agency libraries' collections of library books and journals.
3. Provide all computers, equipment, and supplies that have been a part of the Interior Agency libraries' operation to be used as a part of ARLIS under UAA management.
4. Provide staffing to the library, (See Part VI.B.) or reimburse the university for operations costs at the level shown in Part VI. B.
5. Serve as Lead Agency for the DOI agencies as set forth in part I.A.

**IV. Term of Agreement**

This agreement shall become effective on the date of signature of the BLM Assistance Officer, after signing by the authorized UAA representative and shall remain in effect until October 1, 2002, unless terminated in accordance with the provisions of 43 CFR, Subpart F, Section 12.961.

This agreement will be funded yearly (NTE a total of five), subject to the availability of Federal funding, and will be done by mutual written modifications signed by both parties to this agreement, which will be based on annual budgets for ARLIS developed by the Founders Board.

**VI. Financial Support**

A. This agreement shall be funded yearly (NTE a total of five), subject to the availability of Federal funding. The University of Alaska Anchorage hereby releases the BLM from all liability due to failure of Congress to appropriate funds for this agreement. Amount available for the first year (FY '98) from DO agencies is \$908,521.

B. Amount to be funded each fiscal year may be offset by the Interior agencies through providing federal staffing to operate the library in the proposed positions:

From BLM:

1 ½ FTE librarians

1 FTE library technician

From other Interior Agencies:

1.2 FTE librarians

C. Should the federal staffing fall below these levels BLM will provide additional funding, if necessary, for UAA to hire these positions at the rate of pay according to the UAA salary schedule.

D. Funds obligated but not expended in one FY can be carried forward and expended in subsequent FY's.

E. \$908,521 represents the NTE amount for fiscal year 1998, of which the BLM will be responsible under the terms of this agreement. The BLM shall not be obligated to pay for nor shall the UAA be obligated to perform any effort that will require the expenditure of federal funds above the NTE amount. Funding for subsequent fiscal years will be included yearly via modifications.

F. Cost sharing for this agreement shall be in accordance with 43 CFR, Subpart F, Section 12.923.

## **VII. Payments**

### **A. Electronic Funds Transfer Payments**

1. Payment under this agreement will be made by the Government by electronic funds transfer through the Treasury Fedline Payment System (FEDLINE) or the Automated Clearing House (ACH).
2. After award, but no later than 14 days before an invoice or agreement financing request is submitted, the Recipient shall designate a financial institution for receipt of electronic funds transfer payments (SF-3881), and shall submit this designation to the following address:

Bureau of Land Management  
Service Center, SC-616  
Denver Federal Center, Bldg. 50  
PO Box 2047  
Denver, CO 80225-0047

3. If a designation has been submitted to the BLM under a previous agreement it is not necessary to complete another SF-3881 unless you are changing your designation of financial institution.

B. The University of Alaska Anchorage shall be entitled to reimbursement at least quarterly upon submission of an original Request for Advance or Reimbursement, Standard Form (SF) 270 to the AR. Payments shall be governed by the provisions of 43 CFR Subpart F, Section 12.922 and 12.952.

C. If advance payment is made the UAA must submit a Federal Cash Transaction Report, SF 272 to the AO 15 working days following the end of each quarter.

D. Advance payments shall be made only in amounts necessary to meet current disbursement needs and shall be scheduled so that the funds are available only immediately prior to their disbursement.

## **VIII. Property Management and Disposition**

Any BLM property used or other property acquired under this agreement, including intangible property such as copyrights and patents, shall be governed by the provisions of 43 CFR, Subpart F, Section 12.931 through 12.937.

## **IX. Deliverables and Reports**

The UAA will submit one copy of an annual performance report to the AR within 90 days after the end of the FY. The performance report must be prepared in accordance with 43 CFR, Subpart F, Section 12.951, and address items such as a comparison of actual accomplishments with established goals, reasons why goals may not have been met, cost overruns and any other pertinent information including in-kind and financial contributions made by all supporting entities.

## **X. Key Officials**

### **A. For the Bureau of Land Management**

#### **Assistance Officer (AO)**

Leisa Lester  
Alaska State Office  
6881 Abbott Loop Road  
Anchorage, Alaska 99507  
Telephone Number (907) 267-1465

The AO is the only individual authorized to obligate funds, award, modify or terminate the agreement. The AO is responsible for monitoring agreement and compliance, enforcing the agreement provisions, issuing timely performance and payment approvals, terminating the agreement, and closing out the agreement.

#### **Assistance Representative (AR)**

Catherine S. Vitale  
Alaska State Office  
222 W. 7th Ave #36  
Anchorage, Alaska 99513  
Telephone Number (907) 271-3077

The AR will be designated to administering the technical aspect of the agreement. The AR is authorized to clarify technical requirements, and to review and approve work which is clearly within the scope of the work specified in this agreement. The AR is not authorized to issue changes or in any other way modify this agreement.

### **B. For the University of Alaska Anchorage**

William S. Rose  
Vice Chancellor for Administrative Services  
University of Alaska Anchorage  
3211 Providence Drive  
Anchorage, AK 99508  
(907)784-4620

The UAA Representative for the purpose of day-to-day administration and technical aspects:

Barbara Soklov  
University of Alaska Anchorage  
Director Consortium Library  
3211 Providence Drive  
Anchorage, AK 99508  
(907)786-1846

## **XI. Special Terms and Conditions**

### **A. *Order of Precedence***

Any inconsistency in this agreement shall be resolved by giving precedence in the following order: (a) Any national policy requirements and administrative management standards; (b) requirements of the applicable OMB Circulars and Treasury regulations; © 43 CFR Part 12; (d) special terms and conditions; and (e) all Agreement sections, documents, exhibits, and attachments.



#### ***B. Modifications***

This agreement may be modified by written agreement signed by both the authorized UAA official and the Assistance Officer. Administrative changes (i.e. AO name change) which do not change the project management plan, NTE amount, etc. or otherwise affect the recipient may be signed unilaterally by the AO.

#### ***C. Procurement Procedures***

It is a national policy to place a fair share of purchases with minority business firms. The Department of the Interior is strongly committed to the objectives of this policy and encourages all recipients of its grants and cooperative agreements to take affirmative steps to ensure such fairness. Positive efforts shall be made by recipients to utilize small businesses, minority-owned firms, and women's business enterprises, whenever possible. Recipients of Federal awards shall take all of the following steps to further this goal:

1. Ensure that small businesses, minority-owned firms, and women's business enterprises are used to the fullest extent practicable.
2. Make information on forthcoming opportunities available, and arrange time frames for purchases and contracts to encourage and facilitate participation by small businesses, minority-owned firms, and women's business enterprises.
3. Consider in the contract process whether firms competing for larger contracts intend to subcontract with small businesses, minority-owned firms, and women's business enterprises.
4. Encourage contracting with consortiums of small businesses, minority-owned firms and women's business enterprises when a contract is too large for one of these firms to handle individually.
5. Use the services and assistance, as appropriate, of such organizations as the Small Business Development Agency in the solicitation and utilization of small business, minority-owned firms and women's business enterprises.

#### ***D. Minority Business Enterprise (MBE) Utilization Information***

The University of Alaska Anchorage shall submit MBE Utilization Information to the AO within 15 days following the end of each Federal fiscal quarter (December 31, March 31, June 30 and September 30) if this agreement involves the procurement of supplies, equipment, construction or services in excess of \$10,000. The information to be reported will include the number of sub-agreements or contracts awarded to minority enterprises and the dollar value of those awards.

## **XII. General Provisions**

A. National Policy Requirements and Administrative Management Standards. All applicable national policy requirements and administrative management standards as set forth in the Office of Management and Budget, Financial Management Division, Directory of Policy Requirements and Administrative Standards for Federal Aid Programs are incorporated by reference.

B. 43 CFR Part 12, Administrative and Audit Requirements and Cost Principles for Assistance Programs is incorporated by reference.

C. OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations is incorporated by reference.

D. OMB Circular A-21, Cost Principles for Educational Institutions and the completed Certificate For Indirect Cost is incorporated by reference.

E. OMB Circular A-110, Uniform Administrative Requirements for Grants and Agreements With Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations is incorporated by

G. 43 CFR Part 12, Appendix C to Subpart D, Certification Regarding Drug-Free Workplace Requirements, Alternate I (Grantees other than individuals) and completed Form DI-1955 are incorporated by reference.

H. 31 U.S.C. 1352, Certification Regarding Lobbying and completed Form DI-1963 are incorporated by reference.

I. Pursuant to Sec. 307(b)(1) of the Omnibus Consolidated Appropriations Act, 1997, Public Law 104-208, 110 Stat. 3009, please be advised of the following:

In the case of any equipment or product that may be authorized to be purchased with financial assistance provided using funds made available in this Act, it is the sense of the Congress that entities receiving the assistance should, in expending the assistance, purchase only American-made equipment and products.


Recipient agrees to follow the procedures in 43 CFR Part 12, Subpart E - Buy American Requirements for Assistance Programs (See Federal Register, Vol. 61, No. 251, December 30, 1996, Pages 68660 - 68868.)

## **XII. APPROVALS**


**The approvals undersigned agree to the provisions set forth in this Cooperative Agreement:**

  
\_\_\_\_\_  
Tom Allen,  
State Director, BLM Alaska

10/7/97  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Leisa L. Lester,  
Assistance Officer, BLM Alaska

10/12/97  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
William S. Rose  
Vice Chancellor, UAA

9/17/97  
\_\_\_\_\_  
Date

## FY98 ARLIS BASE BUDGET ESTIMATE

8/27/97

Budget Item	In-Kind Expense	Cash Outlay Expense	Total Expense
<u>Personal Services</u>			
Salary and Wages	\$377,467	\$14,554	\$392,021
Staff Benefits	148,353	5,109	153,462
<u>Contractual Services</u>			
Facility Rental	0	269,992	269,992
WLN	0	20,000	20,000
Municipal Contract	0	30,000	30,000
FEDLINK/Communications	60,000	0	60,000
On-Line Services	0	5,700	5,700
T-1 & CSU/DSU	0	3,791	3,791
Non-FTS	0	1,000	1,000
Document Delivery & Copyright	0	7,000	7,000
Courier	0	7,000	7,000
Equipment Maintenance	0	12,000	12,000
Repairs, Parts, Freight	0	4,000	4,000
Computer System Support (Contracted Services)	0	36,156	36,156
<u>Library Materials</u>			
Subscriptions	19,000	92,389	111,389
Books	0	35,000	35,000
CD Indexes (LAN Licenses)	0	32,541	32,541
Binding and Repair	0	2,500	2,500
<u>General Supplies</u>			
Office and Library	0	8,500	8,500
Postage and Supplies	0	10,000	10,000
Equipment/Software	0	1,000	1,000
Upgrades	0	1,000	1,000
Indirect Expenses on Cash Outlay	27,862	55,724	83,586
Totals	\$632,682	\$654,956	\$1,287,638

Assumptions & Notes:

\*Indirect was applied at 18% of MTDC (excludes rental exp. and acctg clerk at \$19,663 from base).

\*Total indirect represents: 32.9% (negotiated rate) less 5.9% (for phy. plant and library) = 27.0%  
27.0% \* (Cash Outlay - Facility Rental-Acctg. Clerk) = \$83,586

\*No indirect was applied to in-kind expenses although these costs will require some support activity, i.e., journal voucher recording of in-kind costs.

**ARLIS**  
**IN-KIND AND CASH OUTLAY COMMITMENTS - FY98 BASE**  
**8/27/97**

Agency	In-Kind Contributions Personal Services				In-Kind Contributions Other		In-Kind	Cash Outlay Contribution	Agency Contribution
	Description	Salary	Benefits	Total	Description	Total	Total	Total	Total
ADF&G	0.72 FTE Libn	35,614	10,372	\$45,986	Library Mat.	\$19,000	\$64,986	\$0	\$64,986
BLM	2.5 FTE	112,782	51,799	164,581	FedLink	35,000	199,581	200,000	399,581
EV Oil Spill Trustees	2.0 FTE Libn	90,500	36,700	127,200		0	127,200	51,400	178,600
FWS	1.0 FTE Libn	39,229	17,765	56,994	Communication	25,000	81,994	33,126	115,120
JPO/Fed				0		0	0	42,380	42,380
NPS				0		0	0	113,750	113,750
MMS	0.2 FTE Libn	9,436	3,868	13,304		0	13,304	47,000	60,304
UAA Library (ENRI)	Various	89,906	27,849	117,755	Indirect Expense	27,862	145,617	50,000	195,617
USGS/NBS				0		0	0	80,000	80,000
EPA				0		0	0	5,000	5,000
FAA				0		0	0	5,000	5,000
Program Receipts				0		0	0	27,300	27,300
Total		\$377,467	\$148,353	\$525,820		\$106,862	\$632,682	\$654,956	\$1,287,638

Contribution Needed \$654,956 \$1,287,638

Difference \$0 \$0

## MEMORANDUM OF UNDERSTANDING

among:

UAA, BLM, NPS, FWS, MMS, USGS, and EVOS Trustee Council

relating to:

Establishing the Alaska Resources Library and Information Services

- I. Purpose. This Memorandum of Understanding (MOU) provides a framework for the organization and joint operation of the Alaska Resources Library and Information Services (ARLIS) in Anchorage, Alaska. This facility shall be a repository for information and research on Alaska's natural and cultural resources.
- II. Background and Objective. The Department of the Interior (DOI) and state agencies experienced severe cuts in library budgets and staff which resulted in reduced service and efficiency. A group of librarians began exploring the idea of consolidating affected libraries so that even in a time of budget cutbacks, service to agency personnel would remain at a high level. As a result of the group's efforts, ARLIS was proposed.

Agencies involved in the development of the proposed library include the: University of Alaska Anchorage (UAA); Bureau of Land Management, Alaska (BLM-AK); National Park Service (NPS); U.S. Fish and Wildlife Service (FWS); Minerals Management Service (MMS); U.S. Geological Survey (USGS); Exxon Valdez Oil Spill (EVOS) Trustee Council (TC); and the Alaska Department of Fish and Game (ADF&G).

The joint goal of the signatory agencies is to create efficiency and cost savings by eliminating duplication, increasing staffing efficiency, and improving public access to natural and cultural resources information. Colocation of the various collections will make available an array of specialized natural and cultural resource information in a single location. The collections will be for the agencies' joint use and all library users --whether general public or resource professionals. This invaluable information resource base is to be consolidated in the population center of Alaska --Anchorage.

It is the signatory agencies intention that the University of Alaska Anchorage will administer the combined collection pursuant to appropriate contractual agreements with UAA. The agencies have agreed to this MOU to set forth the conceptual provisions to guide the administration of ARLIS.

### III. Authority

- A. Secretarial Order 3115, September 5, 1986; 110 DM 10.6 transmitted to BLM by release 2720, December 19, 1986
- B. Economy Act of June 30, 1932 (47 Stat. 417; 31 U.S.C. 1535)
- C. Public Law 97-258, September 18, 1982, as amended, 31 U.S.C. Section 6305

### IV. Organization and Responsibilities. The signatories hereto agree to the following organizational structure for ARLIS and agree to promptly implement this agreement by appropriate contractual agreements, to the extent allowable by law.

#### A. Founding Agencies

- 1. Any publicly funded or nonprofit entity who signs this MOU and annually contributes a founder's share for the operation of ARLIS may be a founding agency.
  - a. UAA, BLM, NPS, FWS, MMS, USGS, EVOS TC and ADF&G intend to be founding agencies.
  - b. At any point in time, other agencies may become founding agencies by signing this MOU and establishing the underlying contractual relations to contribute a founder's share for the operation of ARLIS.
  - c. EVOS TC, the DOI agencies (NPS, FWS, MMS, USGS) and any other DOI agency participating in ARLIS may pay their shares through the BLM.
  - d. Founding agencies shall enter into appropriate contractual relationships to accomplish the purposes of this MOU. Those relationships shall establish the agencies' legal obligations and requirements regarding payment, transfer of property and services.
- 2. Contributions of the founding agencies shall be as follows:
  - a. Annual
    - (1) The amount of a founder's share for ARLIS is, at least, an annual expenditure of \$40,000.
    - (2) The founder's share may be met through cash, personnel and/or the purchase of new equipment.
    - (3) The annual operating budget of ARLIS will provide for the appropriate allocation of expenses among the founding agencies. The founding agencies shall enter into appropriate contractual relationships to ensure that the ARLIS annual budget is met.

- b. Each founding agency agrees to combine, to the extent allowable by applicable law, its collection of books, book shelves, library furniture, computers, and provide an inventory of its contribution.
- c. The value of existing collections at the time of colocation will not contribute to the calculation of the founder's share. However, amounts expended to directly purchase goods or services needed for the operations of ARLIS will be considered in-kind contributions to be included in calculation of the founder's share.
- d. The founders share contributed by UAA may be composed of a donation of all or part of normal administrative charges. It is agreed that UAA ordinarily charges at least 27% administrative overhead and will charge ARLIS 18% on all charges, excluding rent, in-kind contributions and costs of the accounting clerk position. This 9% donation may contribute to the calculation of UAA's founders share.
- e. These provisions shall be carried out through the execution of appropriate contractual instruments, either contracts, interagency agreements or intra-agency agreements, when necessary.
- f. To the extent that monies are received for the operation of ARLIS in excess of the annual budget for that year, UAA is entitled to receive recoupment of all or part of its \$50,000 contribution to ARLIS for that year.

### 3. Founders Board

- a. Representatives of the founding agencies shall form a Founders Board to ensure that ARLIS is managed in accordance with the intent expressed in this MOU.
- b. Members of the Founders Board shall be executives of the founding agencies in Alaska or their duly designated representatives.
- c. Functions of the Founders Board are to:
  - (1) approve ARLIS annual budgets and act on any necessary budget amendments
  - (2) jointly make management decisions
  - (3) adopt policies for the efficient operation of ARLIS
  - (4) ensure that ARLIS operates to maintain a high level of service to the public and agencies
  - (5) act on notice(s) to withdraw
  - (6) in the event of a withdrawal or dissolution, adopt a formula for determining the pro rata share of new acquisitions for distribution, and
  - (7) adopt procedures for functioning of the Founders Board.
- d. The Founders Board shall meet at least twice a year.

## **B. Participating Agencies**

1. Any publicly funded or nonprofit entity who signs this MOU and annually contributes at least the amount of a participating share to UAA for the operation of ARLIS, either directly or through BLM.
  - a. EPA and FAA, as signatories hereto, indicate their intent to become participating agencies.
  - b. Additional federal, state or other agencies may become participating agencies by signing this MOU and establishing an appropriate contractual relationship for contribution of a participating share to the administration and management of and access to ARLIS.
2. A participating share shall be \$5,000 per year.

## **C. Withdrawal**

1. Any signatory hereto may withdraw from this MOU at any time. The withdrawal shall be effective upon at least thirty (30) days written notice to the Founders Board and cancellation of any underlying contractual obligations.
2. Unless specific provision is made through contractual agreement, all property, furniture and books contributed by the withdrawing founding agency, shall be returned to that agency along with any additions, accretions or updates after the effective date of withdrawal from ARLIS. All items shall be returned within ninety (90) days of the effective date of the notice to withdraw. In addition, a withdrawing founding agency shall be entitled to a pro rata share of materials purchased with funds designated for ARLIS, if the founding agency's contribution was not earmarked for specific acquisitions. If the contribution was earmarked, the release of the acquired item(s) from ARLIS to the agency will satisfy the agency's pro rata share. This pro rata share is to be calculated pursuant to a formula adopted by the Founders Board.
3. Upon withdrawal from this MOU, participating agencies shall not be entitled to a pro rata share of materials purchased with funds designated for ARLIS.

## **V. Administrative Provisions**

- A. Nothing in this MOU will be construed as affecting the authorities of the signatories hereto or as binding beyond their respective authorities. The signatories hereto will participate in ARLIS as set forth in this MOU only to the extent allowed by their



respective legal authorities, which authorities are federal law for federal agencies and state law for state agencies.

- B. This MOU excludes any obligation for the exchange of federal or state funds, supplies, equipment or services. Any such exchange or transfer shall be handled through instruments specifically used for those purposes.
- C. No Member of, or Delegate to, or Resident Commissioner in, Congress shall be admitted to any share or part of this agreement, or to any benefit that may arise therefrom, unless the share or part or benefit is for the general benefit of a corporation or company.
- D. Conflicts between signatory agencies which cannot be resolved at the operational level shall be referred to successively higher levels for resolution. It is the intent of the signatories that the Founders Board be the instrument for resolution of disputes regarding implementation of this MOU and operation of ARLIS.
- E. Terms of this MOU may be amended or cancelled at any time with the written consent of all the signatories.
- F. One or more of the signatory agencies may withdraw from this MOU and participation in ARLIS at any time. Said withdrawal will be effective upon 30 days written notice to the other signatories. Withdrawal by one or more signatories does not terminate this MOU for the other signatory agencies.
- G. This MOU will be reviewed at least every 2-1/2 years to determine its adequacy, effectiveness and continuing need.
- H. Until authorized by law or regulation, there shall be no charge for use of or access to the federal collections.
- I. Nothing in this agreement shall affect UAA's ability to accept donations for ARLIS. Any donations shall result in a change in calculation of future year's operating budgets.
- J. All participants agree to full disclosure of any and all contractual or other agreements with UAA for operation of ARLIS.
- K. Nothing contained in this MOU shall be construed as binding the signatories to expend in any one fiscal year any sum in excess of appropriations made by the United States Congress or the Alaska Legislature, and available for the purposes of this MOU for that fiscal year, or as involving the United States or the State of Alaska in any contract or other obligation for the further expenditure of money in excess of such appropriations.

- L. All activities pursuant to this MOU and the provisions of Exec. Order No. 11246, 3 C.F.R. 339 (1964-65) shall be in compliance with the requirements of Title VI of the Civil Rights Act of 1964 (78 Stat. 252; 42 U.S.C. 2000d et seq.); Title V, Section 504 of the Rehabilitation Act of 1973 (87 Stat. 394; 29 U.S.C. 794); The Age Discrimination Act of 1975 (89 Stat. 728; 42 U.S.C. 6101 et seq.); and with all other federal and state laws and regulations prohibiting discrimination on grounds of race, color, national origin, handicap, religion or sex in providing for facilities and service to the public.
- M. Nothing herein contained shall be deemed to be inconsistent with or contrary to the purpose of or intent of any Act of Congress or the laws of the District or the State of Alaska establishing, affecting, or relating to the MOU.
- N. The signatories certify that comprehensive actions will be taken to ensure the work place is drug free.
- O. No part of the money appropriated by any enactment of Congress shall, in the absence of express authorization by Congress, be used directly or indirectly to pay for any personal service, advertisement, telegram, telephone, letter, printed or written matter, or other device, intended or designed to influence in any manner a Member of Congress, to favor or oppose, by vote or otherwise, any legislation or appropriation by Congress, whether before or after the introduction of any bill or resolution proposing such legislation or appropriation; but this shall not prevent officers or employees of the United States or of its departments or agencies from communicating to Members of Congress on the request of any Member or to Congress, through the proper official channels, requests for legislation or appropriations which they deem necessary for the efficient conduct of the public business. PENALTY: Whoever, being an officer or employee of the United States or of any department or agency thereof, violates or attempts to violate this section, shall be fined not more than \$500 or imprisoned not more than one year, or both; and after notice and hearing by the superior officer vested with the power of removing him, shall be removed from office or employment.
- P. This MOU will expire in 5 years, unless previously canceled, extended or renewed.
- Q. This MOU becomes effective initially upon execution by UAA and the DOI agencies. This MOU may be entered into and become effective seriatim as other governmental and nonprofit entities become signatories.

INTRA-AGENCY AGREEMENT

among:

U.S. DEPARTMENT OF THE INTERIOR AGENCIES

Bureau of Land Management  
National Park Service  
U.S. Geological Survey  
Fish and Wildlife Service  
Minerals Management Service

for the

ALASKA RESOURCES LIBRARY AND INFORMATION SERVICES

**INTRA-AGENCY AGREEMENT**  
among  
**U.S. DEPARTMENT OF THE INTERIOR AGENCIES**  
  
**BUREAU OF LAND MANAGEMENT**  
**1422L953-A97-0018**  
and  
**NATIONAL PARK SERVICE**  
**(IA9910-7-0034)**  
and  
**UNITED STATES GEOLOGICAL SURVEY**  
and  
**FISH AND WILDLIFE SERVICE**  
**(1448-70181-97M037)**  
and  
**MINERALS MANAGEMENT SERVICE**  
  
for the  
  
**ALASKA RESOURCE LIBRARY INFORMATION SERVICE**

**ARTICLE I. Authority**

This Intra-Agency Agreement is entered into pursuant to the authority of :

*Economy Act of June 30, 1932 (47 Stat. 417; 31 U.S.C. 1535)*

*Secretarial Order 3115, September 5, 1986; 110DM 10.6 transmitted to BLM by release 2720, December 19, 1986*

The estimated 5 year total of the agreement is \$5,500,000

**ARTICLE II. Background and Objective**

**A. Background/Purpose**

The Department of the Interior (DOI) and state agencies have experienced severe cuts in library budgets and staff, resulting in reduced service and efficiency. A group of librarians began exploring the idea of consolidating affected libraries so that even in a time of budget cutbacks, service to agency personnel would remain at a high level. As a result of the group's efforts, the Alaska Resource Library and Information Services, henceforth referred to as ARLIS, came about. This facility shall be a repository for information and research on Alaska's natural and cultural resources. This agreement is in place to combine the book collections, funding and staff of federal, state and university agencies into one central library; ARLIS.

Reports and documents originated by the agencies will be made available to the public. The onsite collection will include books and journals of high interest to personnel of the supporting agencies, thereby allowing quick access and long-term use of these materials in the most economical manner. This is the agreement to combine the funding for library service in BLM so

that BLM can add its money and form a cooperative agreement with the University of Alaska Anchorage (UAA)

## **B. Objective**

- 1) To strengthen the capacity to provide specialized information services to BLM and partner federal agencies: Fish and Wildlife Service, National Park Service, US Geological Survey, Minerals Management Service, and Forest Service.
- 2) To create efficiency and cost savings by eliminating duplication, increasing staffing efficiency, and improving public access to natural and cultural resources information. Collocation of the various collections will make available an array of specialized natural and cultural resource information in a single location. The collections will be for the agencies' joint use and all library users--whether general public or resource professionals.
- 3) To reduce the cost to the federal agencies and at the same time provide better service.

## **ARTICLE III. Statement of Work**

This IA binds the signatory agencies to Intra-Agency cooperation and funding for the purpose of providing superior library services to all agency employees and the general public. It is the intent of this IA to endorse cooperation to the maximum extent possible to achieve this common requirement and interest. It is also understood that management control of individual agency functions must be retained. This IA includes the Memorandum of Understanding (MOU) that the ARLIS was established on, which sets forth the general guidelines and responsibilities of all participating entities. The MOU is found in Appendix "C".

## **ARTICLE IV. Project Management Plan**

1. **The U.S. Fish & Wildlife Service (USFWS) agrees to:** Provide a library book and journal collection, library furniture and equipment and library staff to work in the library (in-kind contributions). Monetarily, USFWS will provide funding annually, subject to the availability for Federal funding and based on the financial needs of the ARLIS. Amount provided by USFWS for FY97 is \$12,000. For FY98, it is anticipated that cash and in-kind support/contribution will be \$115,120. Cash may be used to hire staff in lieu of in-kind contributions should the agency choose to do so without altering this agreement.
2. **The National Park Service (NPS) agrees to:** Provide a library book collection and library furniture. Monetarily, NPS will provide funding annually subject to the availability of Federal funding and based on the financial needs of the ARLIS. Amount provided by NPS for FY97 is \$86,350. Anticipated support/contribution for FY98 is \$113,750.
3. **The US Geological Survey (USGS) agrees to:** Provide cash contributions annually as well as a library book collection and library furniture. Monetarily, USGS will provide funding annually subject to the availability of

Federal funding and based on the financial needs of the ARLIS. Total amount provided by USGS, as an agency for FY97 is \$3,000 and anticipated support/contribution for FY98 is \$80,000. Participating USGS divisions will contribute as determined by each division, annually. Each division is shown in Article V.

4. **The Minerals Management Service (MMS) agrees to:** Provide a library book collection, library furniture and staff to work in the library (in-kind contribution). Monetarily, MMS will provide funding annually subject to the availability of Federal funding and based on the financial needs of the ARLIS. Amount provided by MMS for FY97 is \$37,000. Anticipated FY98 contribution is \$60,304 and this includes both cash and in-kind contributions. Anticipated cash may be used to hire staff in lieu of in-kind contributions should the agency choose to do so without altering this agreement.

5. **The Bureau of Land Management (BLM) agrees to:**  
a) Collect all funding from the other participating federal agencies and in turn dispense it to the UAA as reimbursement via Cooperative Agreement #1422L953-A97-0017, for which the administration and costs associated with managing and housing the ARLIS will be used. Also annual cash contributions from the Exxon Valdez Oil Spill Trustee Council (EVOS-TC) are \$15,000 for FY97 and \$51,400 for FY98. Likewise, the Joint Pipeline Office (JPO) anticipates providing a contribution of \$42,380 for FY98. Both EVOS-TC and JPO funding will be channeled through BLM Alaska State Office.

Indirect administrative charges (sur-charges) will be waived on all federal funding collected in support of this agreement, as per Washington Office Memorandum dated 9/2/97.

b) Provide a library book and journal collection, library furniture and equipment and library staff to work in the library (in-kind contributions). Monetarily, BLM will provide funding annually, subject to the availability of Federal funding and based on the financial needs of the ARLIS. Cash amount provided by BLM for FY97 is \$40,000. This includes both cash and in-kind contributions. Anticipated FY98 contribution is \$399,581. Cash may be used to hire staff in lieu of in-kind contributions should the agency choose to do so without altering this agreement.

#### **ARTICLE V. Authorized Representatives**

The Contracting Officer (CO), BLM Alaska State Office, will assume leadership in negotiation and overall administration of this agreement for the BLM, and upon the recommendation of BLM's Alaska State Director, designates the following person to serve as the Contracting Officer's Representative (COR):

Cathy Vitale, Librarian  
Bureau of Land Management  
1350 C. St., Suite 100  
Anchorage, Alaska 99503  
Phone: 907-271-4547

**The USFWS designates the following person as representatives:**

Contracting Officer	Contracting Officer Representative
Nettie J. Gordor	Ed White
1011 E. Tudor Rd.	1011 E. Tudor Rd.
Anchorage, AK 99503-6199	Anchorage, AK 99503-6199
(907)786-3439	(907)786-3650
Fax(907)786-3923	
Agency Location Code:14-16-0006	

**The NPS designates the following person as representative:**

Contracting Officer	Contracting Officer Representative
Willena Johnson	Ann Kain
2525 Gambell, Suite 203	2525 Gambell St.
Anchorage, AK 99503	Anchorage, AK 99503
(907)257-2606	(907)257-2436
Fax(907)257-2492	
Agency Location Code:14-10-0099	

**The USGS designates the following person as representative:**

Contracting Officer  
Tammy Bagley  
4230 University Drive  
Anchorage, AK 99508  
(907)786-7112 Fax(907)786-7150  
Agency Location Code:14-08-0001

Water Resources Division (WRD)  
COR: Mark Shasby (786-7022)

Biological Resource Division (BRD)  
COR: William Sietz (786-3385)

National Mapping Division (NMD)  
COR: Mark Shasby (786-7022)

Western Region Alaska Minerals Program  
COR: Alison A. Till (786-7444)

Alaska Volcano Observatory (AVO)  
COR: Terry Keith (786-7443)

**The MMS designates the following person as representative:**

Contracting Officer	Contracting Officer Representative
Kathy Mosher	Christine R. Huffaker
949 E. 36th St., Suite 308	949 E. 36th St., Suite 308
Anchorage, AK 99508-6043	Anchorage, AK 99508-6043
(907)271-6051	(907)271-6621
Fax(907)271-6085	Fax(907)271-6805
Agency Location Code:14-19-0001	

#### **ARTICLE VI. Terms of Agreement**

This Intra-Agency Agreement shall become effective on the date of the last signature and shall remain in effect for a period of five years. It shall be jointly reviewed by the signatory agencies annually, on or about the anniversary of it's signing. It may be amended, modified, or terminated by mutual consent at any time. Any signatory may amend, modify, or withdraw from this agreement with 30 days written notice. This agreement shall terminate on October 1, 2002, or per ARTICLE XIII of the agreement.

#### **ARTICLE VII. Renewal**

The maximum term for this agreement is until September 1, 2002 . It shall be affirmatively renewed each fiscal year by the parties through an exchange of correspondence until the purposes of the agreement are complete, but no later than the end of the fiscal year in which the work is completed.

#### **ARTICLE VIII. Prior Approval**

Any amendments, revisions, addenda, extensions, or reaffirmations of the agreement must be in writing, approved and signed by all parties.

#### **ARTICLE IX. Property Management and Deposition**

Each agency shall provide a property inventory of all non-consumable capitalized and non-capitalized property items provided for the ARLIS to the Contracting Officer, Leisa Lester for this agreement. Upon completion, termination or withdrawal of the Cooperative Agreement with the UAA, BLM shall submit this property inventory to the Contracting Officer of the Agency that provided equipment for the ARLIS. Property deposition determinations will be made upon agreement completion by the Contracting Officer.

#### **ARTICLE X. Reports**

Annually, the BLM will provide to each contributing agency, a copy of the "Annual Performance Report" submitted by the UAA. The performance report will be prepared in accordance with 43 CFR, Subpart F, Section 12.951, and address items such as comparison of actual accomplishments with established goals, reasons why goals may not have been met, cost overruns and any other pertinent information including in-kind and financial contributions made by all supporting entities.

#### **ARTICLE XI. Payment**

Contributions for the management, housing and all costs associated with the ARLIS will be made to the BLM via the 1681-3 Reimbursable Work Job Authorization; or by submission for Form AD-673 in original and duplicate to the following address: Bureau of Land Management, ATTN: Leisa Lester, Contracting Officer, 6881 Abbott Loop Road, Anchorage, AK 99507, citing the agreement number set forth on the first page of this agreement and BLM agency location code 14-11-0008.



### **ARTICLE XII. Equal Opportunity and Civil Rights**

Activities conducted under this agreement will be in compliance with the nondiscrimination provisions, as contained in the Title VI and VII of the Civil Rights Act of 1964, as amended, the Civil Rights Restoration Act of 1987 (Public Law 100-259) and other non-discrimination statutes, namely section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, the Age Discrimination Act of 1975, and in accordance with regulations of the Secretary of Interior (7CFR-15, Sub-parts A and B) which provide that no person in the United States shall, on the grounds of race, national origin, age, sex, religion, martial status, or handicap be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under this agreement.

No member of or delegate to Congress or Resident Commissioner shall be admitted to any share or part of this agreement or to any benefit that may arise therefrom; but this provision is not to be construed to extend to this agreement if made with a corporation for its general benefit.

### **ARTICLE XIII. Termination**

Any agency may terminate or withdraw their partnership of this agreement upon 30 days written notice of such determination. In the event of the ARLIS dissolution, the UAA will return library materials, equipment and furniture to the agencies from which they came. Books and journals purchased by UAA for ARLIS will be returned on a pro-rata share of contributions should ARLIS dissolve.

IN WITNESS WHEREOF, the parties hereto have affixed their signatures below.

U.S. BUREAU OF LAND MANAGEMENT

By: Tom Allen 9/29/97  
Tom Allen Date  
Alaska State Director  
By: Leisa L. Lester 9/29/97  
Leisa L. Lester Date  
Contracting Officer

U.S. FISH & WILDLIFE SERVICE

By: Dave Allen 9/27/97  
Dave Allen Date  
Regional Director  
By: Nettie J. Gorder 9/29/97  
Nettie J. Gorder Date  
Contracting Officer

U.S. NATIONAL PARK SERVICE

By: Marcia Blaszk 9/29/97  
Marcia Blaszk Date  
Superintendent AK Support Office  
By: Joy C. Kueinski 9/29/97  
Joy C. Kueinski Date  
Contracting Officer

U.S. GEOLOGICAL SURVEY

By: Gordon Nelson 9/29/97  
Gordon Nelson Date  
Director's Representative  
By: Tammy Bagley 9/29/97  
Tammy Bagley Date  
Contracting Officer

U.S. MINERALS MANAGEMENT SERVICE

By: John Goll 9-29-97  
John Goll Date  
Regional Director

By: Kathy Mosher 9/29/97  
Kathy Mosher Date  
Contracting Officer

COOPERATIVE AGREEMENT

between the

Alaska Department of Fish and Game  
and the  
University of Alaska Anchorage

Regarding administration of the Alaska Department of Fish & Game Habitat  
Library located at the Alaska Resources Library and Information Services

**ADFG COOP #: COOP-98-027**

**COOPERATIVE AGREEMENT  
BETWEEN THE  
ALASKA DEPARTMENT OF FISH & GAME  
AND THE  
UNIVERSITY OF ALASKA ANCHORAGE**

**REGARDING ADMINISTRATION OF THE  
ALASKA DEPARTMENT OF FISH & GAME HABITAT LIBRARY**

**I. PURPOSE AND AUTHORITY:**

The Alaska Department of Fish & Game, Division of Habitat and Restoration (ADF&G), whose address is 333 Raspberry Road, Anchorage, Alaska 99518, and University of Alaska Anchorage (UAA), whose address is 3211 Providence Drive, Anchorage, Alaska 99508, jointly enter into this Cooperative Agreement providing for administration of the ADF&G Habitat Library. The parties' intention is that the Habitat Library will be administered by UAA as part of the Alaska Resources Library and Information Services (ARLIS), a new entity consisting of the co-located Alaska natural and cultural resource library collections of various state and federal agencies. ADF&G enters into this Agreement pursuant to Alaska Statutes 16.050.050(13) and 36.30.850(c).

**II. BACKGROUND:**

The Alaska Department of Fish & Game Habitat Library is an invaluable source of natural resources information, specializing in Alaskan materials relevant to fish and wildlife habitat and biology, land use planning, environmental issues, and oil and gas development. The library collection consists of many materials found nowhere else in Alaska, and is especially rich in ADF&G unpublished agency reports. Because these types of materials are difficult to locate in other libraries, this highly specialized collection is not only essential for agency use but also is of great interest to other researchers and to the general public.

The Habitat Library is operated by the Alaska Department of Fish and Game, Division of Habitat and Restoration, which has experienced substantial budget cutbacks in recent years. These budgetary limitations have resulted in losses of staff, time and funds devoted to the maintenance and growth of the library collection.

In this Cooperative Agreement, UAA and ADF&G provide that UAA will accept the ADF&G Habitat Library for co-location and administration with other

## **ADFG COOP #: COOP-98-027**

natural and cultural resource collections, as part of the newly created Alaska Resources Library and Information Services or ARLIS. It is expected that UAA will jointly house and manage the specialized natural and cultural resource collections of the Bureau of Land Management - Alaska, United States Fish & Wildlife Service, Minerals Management Service, National Park Service, U.S. Geological Survey, Exxon Valdez Oil Spill Trustee Council - Oil Spill Public Information Center, and University of Alaska Anchorage Environmental and Natural Resources Institute. UAA will administer ARLIS and will oversee all operations of the library.

Co-location of these collections and joint administration through UAA is expected to create cost efficiencies while vastly improving the quantity and quality of Alaska resources information available in a single Anchorage location. This action will make available in one location a substantially enlarged natural resources collection that will better serve the agencies' professionals and staff, as well as UAA faculty, students, and the general public. It also preserves invaluable information about Alaska in the population center of Alaska. The objective is to obtain these benefits while creating efficiencies by eliminating duplication in materials, staffing and space.

Action to co-locate and jointly manage numerous Alaska natural resource collections is the first step of a two-phase process. This first phase of co-location and joint management reflects the participating agencies' intention to structure ARLIS consistent with existing laws and regulations, in order to commence ARLIS operations at the earliest possible time. In this phase, each participating agency retains ownership of its library collection and any of its materials, furniture or equipment contributed for use at ARLIS. While the participating agencies plan to regularly schedule their staff librarians for work at ARLIS, all employment terms for respective agency staff are unaffected by this Agreement.

To promote the ongoing support of ARLIS as well as coordination between the public entities participating in the project, all ARLIS participants have entered into a Memorandum of Understanding (MOU), which is attached as Appendix A. In the MOU, there is a provision creating a "Founder's Board" composed of representatives of the "founding agencies" of ARLIS. The Founder's Board is to perform a number of functions relating to the operation and management of ARLIS.

The MOU terms provide for a Founder's Board that possesses authority to bind the signatory agencies on these matters. However, since state law precludes recognition of the Founder's Board as an entity with any authority over ADF&G or its

## **ADFG COOP #: COOP-98-027**

property, ADF&G's participation in the MOU is conditioned on recognition of this legal limitation and is made possible pursuant to the MOU provision stating that all signatories participate in ARLIS and the MOU only to the extent allowed by their respective legal authorities. Therefore, as to ADF&G, all Founder's Board actions will be construed as strictly advisory and will not bind ADF&G interests or property.

In the longer term, the agencies participating in ARLIS envision a second phase, in which they would evaluate and pursue new state and federal legislation to formally recognize ARLIS as a single operative entity, and to provide appropriate budgetary and other authority for its ongoing operation.

### **III. TERMS AND CONDITIONS:**

A. The University of Alaska Anchorage agrees to the following terms and conditions:

1. Accept responsibility for administration of the ADF&G Habitat Library collection as part of the service that is to be called ARLIS, which will be open to the general public. Administration will be consistent with the terms of this Agreement and with the Memorandum of Understanding attached as Appendix A, to the extent the MOU is consistent with this Agreement and with state law. If inconsistencies exist between this Agreement and the MOU, the provisions of this Agreement will supersede those of the MOU, at least until such time as ARLIS has been formally recognized as a single operative entity as envisioned in the second phase of implementation.
2. Provide and maintain a facility to house the ARLIS collections.
3. Provide for the safe keeping and reasonable care of ADF&G library materials and equipment, recognizing that normal wear and tear will occur.
4. Purchase or otherwise assure availability of all supplies, books, journals and like items necessary to support library operations.
5. Contract for bibliographic utilities and online services as needed.
6. Perform any other procurement, administrative or management tasks necessary to sustain library operations.

**ADFG COOP #: COOP-98-027**

7. Provide in-kind librarian and technical services in the amount of \$117,750 per year.

8. Provide additional staff as needed for library operations, and to assure availability of standard library services such as interlibrary loans, literature searches and bibliography preparation.

9. Accept responsibility for budgeting and day-to-day financial operation of the library. UAA will immediately notify ADF&G of actual or potential cost overruns or budget shortfalls. If a cost overrun or budget shortfall occurs, UAA will collaborate with ADF&G and all agencies participating in ARLIS to resolve the financial shortfall based on each agency's willingness, ability and authority to pay.

10. Consider the views of the Founder's Board regarding library policy or operations, while recognizing that this body has no authority over ADF&G property or policy. If there are conflicts between Founder's Board views and ADF&G's desires with respect to its property, or as is reasonable in any circumstances, UAA will consult with ADF&G regarding appropriate management or other action affecting ADF&G property or interests.

B. The Alaska Department of Fish and Game, Division of Habitat and Restoration agrees to the following terms and conditions:

1. ADF&G will deliver its Habitat Library collection to 3150 C Street, Suite 100, Anchorage AK, which is to become the ARLIS facility. In addition, ADF&G will deliver to ARLIS the equipment, furniture or other items identified in Appendix B, which will be used for ARLIS purposes.

2. For the state 1998 fiscal year, ADF&G will contribute \$64,986 in in-kind materials and services for operation of the Habitat Library as part of ARLIS. Of this amount:

a. ADF&G will directly purchase up to \$19,000 in library materials or services, furniture or equipment for use at ARLIS. ADF&G will purchase these items or services at its own discretion, in consultation with the other entities participating in ARLIS. Items purchased by ADF&G will be owned by ADF&G and become part of the Habitat Library collection.

**ADFG COOP #: COOP-98-027**

b. ADF&G will assign its librarian to duty at the ARLIS facility roughly 60% of full-time employment, or 22.5 hours per week. The value of this contribution is approximately \$45,986.

3. For subsequent state fiscal years, ADF&G will provide to UAA for ARLIS purposes an annual contribution in cash and/or in-kind contributions of library materials or services, equipment, furniture or librarian services, subject to authorized appropriations for this project. ADF&G will make its best efforts to make increasing contributions in future fiscal years, subject to budget constraints.

4. ADF&G reserves the right to designate certain ADF&G Habitat collection materials that must be reviewed on the ARLIS premises and may not be checked out of the library.

**IV. MUTUAL AGREEMENT AND UNDERSTANDING:**

1. Nothing in this Agreement shall obligate any party in the expenditure of funds, or for future payments of money, in excess of appropriations authorized by law.

2. This Agreement does not affect the employment status, supervisory relationships or any terms of employment of any ADF&G personnel.

3. This Agreement will be effective for 5 years, and will terminate on June 30, 2002 unless otherwise terminated in accordance with the provisions of this Agreement. This Agreement may be extended or amended by written agreement of the parties.

4. UAA and ADF&G agree to review annually the amount and form of contributions to be made by each party pursuant to this Cooperative Agreement, and to amend this Agreement to reflect fiscal year contributions following the state 1998 fiscal year. If ADF&G's contributions include an exchange of funds, a reimbursable services agreement (RSA) will be prepared for this purpose.

5. If either UAA or ADF&G determines that it is unable to continue implementing this Cooperative Agreement for any reason, it may withdraw from this Agreement upon 60 days written notice to the other.

6. In the event of withdrawal from this Agreement or the dissolution of ARLIS, ADF&G at its discretion will determine whether to reclaim all library materials,



**ADFG COOP #: COOP-98-027**

furniture or equipment owned or contributed to ARLIS by ADF&G. In addition, ADF&G will be entitled to a pro rata share of any new materials or items purchased with ADF&G cash funds designated for ARLIS. To the extent ADF&G cash contributions were earmarked for specific acquisitions, release of the acquired items from ARLIS to ADF&G will satisfy ADF&G's pro rata share. In the event that UAA and ADF&G provide for UAA to manage the ADF&G Habitat collection after withdrawal from this Agreement or the dissolution of ARLIS, UAA and ADF&G will develop a new cooperative agreement whereby UAA would agree to accord faculty-status access and borrowing privileges to ADF&G professional staff using the collection.

7. Each party agrees that it will be responsible for its own acts and omissions including those of its officers, agents and employees, and each party shall indemnify, defend and hold harmless the other, to the maximum extent allowed by law, from any claim of, or liability for error, omission or negligent act of whatever kind, including attorney fees, for damages to property or injury to persons occasioned by each party's own acts or omissions in connection with the terms of this Agreement.

8. Each party agrees to comply with all applicable federal or state laws regulating ethical conduct of public officers and employees.

9. Each party will comply with all applicable laws, regulations, and executive orders relative to Equal Employment Opportunity.

10. Each party will provide and maintain worker's compensation insurance coverage as required by Alaska Statute 23.30.045 for their respective employees engaged in work under this Agreement.

11. Nothing herein is intended to conflict with federal, state, or local laws or regulations. If there are conflicts, this Agreement will be amended at the first opportunity to bring it into conformance with conflicting laws or regulations.

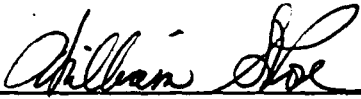
12. Policy, publicity and position announcements relating specifically to this cooperative program may be made only by mutual consent of the parties.

13. The parties shall meet jointly on at least an annual basis to discuss matters relating to this Agreement.

**ADFG COOP #: COOP-98-027**

14. The effective date of this Agreement will be from the date of the final signature.
15. This Agreement is governed by the laws of the State of Alaska.
16. The parties agree that this Cooperative Agreement constitutes the entire understanding between the parties with respect to administration of the ADF&G Habitat Library. However, the parties acknowledge the existence of a Memorandum of Understanding between all entities participating in ARLIS.
17. Each party acknowledges by the signature of its duly authorized representative below that it has read and understands this Cooperative Agreement and is willing to be bound by its terms and conditions.

ADFG COOP #: COOP-98-027



William S. Rose  
Vice Chancellor  
University of Alaska - Anchorage

Date: 10/22/97



Janet Kowalski  
Director  
Alaska Dept. of Fish & Game  
Division of Habitat and Restoration

Date: 11/1/97



AN Kevin Brooks  
Director  
Alaska Dept. of Fish & Game  
Division of Administrative Services

Date: 11.4.97

I:\SWIDERSK\ARLIS\COOPAG.FNL

## APPENDIX A

Appendix A is not included here because it is the same document as the Memorandum of understanding between UAA, BLM, NPS, FWS, MMS, USGS, and the EVOS Trustee Council, and is the second of the five documents that comprise the "Appendix C, Legal agreements" section of the Reinvention Lab report itself. This is stated in the fourth paragraph of this, the Cooperative agreement between ADF&G and UAA, on page two.

**ADFG COOP #: COOP-98-027**

**APPENDIX B**

Shelving:

Smith system steel library shelving with closed base, bamboo color  
Dimensions: 36 ½" outside/35 ½" inside width; 7 ½' height; 11" deep shelves, 6 shelves (not including bottom); outside depth 13" single-sided; 24" double-sided

15 double sided units with end panels

22 single sided units with end panels

2 single-sided wooden shelves, approximately. same dimensions as above

Computers & computer equipment:

one Gateway 486/33, tag number 10052962

one Gateway Pentium 90 with CD-ROM, tag number 10060905

HP 4M printer, tag number 10061226

Hitachi double-speed CD-ROM (4 dockable drive tower case),

Other Equipment:

Kodak Starmate microfiche reader-printer (3 years old), tag number 1006882

14 5-drawer black file cabinets

1 IBM Personal Wheelwriter

1 Panasonic Electronic Typewriter R520

1 power punch for comb-binding, tag number 11-25237

1 binding machine

5 drawer Kardex

1 Ricoh Fax 2800L

1 Ricoh 3050 copier (with service agreement)

2 3-shelf book carts 37x18x40"

Furniture:

6 matching cornflower blue padded chairs, black frames

2 tables (legs fold under) 72x36" sitting height

dictionary stand

typewriter table

1 black metal desk with extension for typewriter

2 small office tables 24x32