Articles and white papers regarding Mn/DOT Library
In April 2007, Mn/DOT Library will celebrate its 50th anniversary.

For 50 years Mn/DOT Library has been fulfilling the information needs of Mn/DOT and other state agency employees, city and county engineers, university faculties and students, and the general public.

In the years since its humble beginning in a corner of the Personnel Office in 1957, many things have changed. Technologies have changed. The way information is delivered and the tools librarians use to serve customers have changed. Mn/DOT Library has changed as has the library staff. But one thing has remained unchanged: the library’s commitment to provide efficient and accurate service to customers.

We will strive to preserve the best of the past 50 years as we embark on the second 50 years. We will continue to provide you with services that many of you are familiar with and rely on: periodical routing, reference assistance, literature searches, inter-library loan, etc. Our goal is to meet your information needs in the most efficient way and to support you in your job whatever you do and wherever you are.

As Mn/DOT Library Director Jerry Baldwin said: “The only reason for a library to exist is that librarians can find information faster, better and cheaper than individuals can on their own.”

The 50th anniversary is an occasion to reflect, to look back at where we came from and look forward to where we are going. This special edition of the Research Services Newsletter will provide you with a closer look at the past of Mn/DOT Library and a peek into the future world of information. You will also have a chance to meet the current library staff and find out who they are and what they do. We hope you will enjoy the interview with Jerry and get to know more about him and what he has accomplished in the last 30 plus years for Mn/DOT Library and the transportation library community.

Please visit Mn/DOT Library website at http://ihub.library (Intranet) or http://www.dot.state.mn.us/library/index.html (Internet) for more information and assistance.
Mn/DOT Library - Brief History

Mn/DOT Library got its start in April 1957 as the Highway Department’s General Library under the helm of Joan Peterson. According to one of its first librarians, Joan Ryan, “The library was born of a necessity in 1957. The necessity was two-part: to preserve and catalog great amounts of technical material gathered and used by highway engineers and technicians, and to make this material available to others.”

Those were the days when the Interstate Highway System development was just beginning. None of the librarians who served in those early days could have envisioned Mn/DOT Library as it exists today. Over the course of fifty years, Mn/DOT Library has grown from a small collection in the corner of the personnel office into the country’s leading state transportation agency library.

In 1957, the library’s collection consisted of less than 300 titles, including books, magazines, and bulletins. Today the collections have grown to include over 18,000 books and reports, 30,000 microfiche reports, 400 periodical titles, 1000 videotapes, and 350 CD-ROMS and DVDs. In addition, it has access to hundreds of online databases, thousands of full-text electronic journals, as well as the collections of nearly 10,000 libraries around the world, through OCLC’s WorldCat.

Today, throughout the transportation community, Mn/DOT library is recognized as a leader in providing timely, comprehensive information services and collaborating with other libraries to improve access to transportation information. We remain committed to meeting the information needs of our customers by providing high-quality resources and services and timely introduction of innovations.

This timeline highlights the library’s milestones and significant events during its 50 years of service and leadership.

1957 – Library opened with the first librarian Joan Peterson
1958 – Jerry Marturano succeeded Joan Peterson as librarian
       Joan Ryan became librarian following Maturano’s departure
1964 – Inez Welch became librarian
1966 – Booz Allen study recommended the library be transferred from the personnel services section to the administrative services section and moved to the basement
1966 – Inez Welch resigned and John Dols became librarian
1969 – Library placed under Genevieve Lyle’s supervision following John Dol’s departure
1972 – Jerry Baldwin became librarian when Genevieve Lyle retired
1973 – Library became cofounder of Capital Area Library Consortium (CALCO)
1974 – Online database searching made available to the department
1976 – DOT created and General Library became Library and Information Resources Section
1977 – Email first used to communicate with other libraries
1981 – Library staff began contributing catalog records to Online Computer Library Center (OCLC)
1983 – First PC acquired by library and automated circulation tracking began
1995 – Library barcoded its collection
1995 – Library website unveiled
1996 – Library began partnership with the University of Minnesota’s Center for Transportation Studies (CTS) and the Minnesota Local Road Research Board (LRRB) in the Minnesota Transportation Libraries (MTL) program extending services to city and county transportation staff and is renamed Mn/DOT Library.
Library merged with Office of Research Administration to form Office of Research Services

2001 – National Transportation Library supported the creation of the Midwest Transportation Knowledge Network (MTKN) based on model provided by Minnesota Transportation Libraries program

2004 – Transportation Library Catalog (TL Cat), a combined catalog of the country’s major transportation libraries including Mn/DOT Library, became available

2006 – Mn/DOT Library is the first state agency library to contribute to the Minnesota Digital Library (MDL) with our submittal of “Registered Minnesota auto trails, 1917-1931”
Library Use by Civil Engineers at the
Minnesota Department of Highways

Carol Ann Baldwin

Submitted to Professor King
as a 3 credit starred paper
in partial fulfillment of the
requirement for
Lib. 8-990
and
the Degree of
Master of Arts in Library Science

August, 1973

University of Minnesota
"The problem in the design of information systems is to channel the required information to the interested persons as efficiently as possible. The goal is to provide the right information to the right person at the right time. A first step in achieving this goal is to define the user's need and procedures for acquiring technical information."¹

I. Introduction

This study was suggested in May 1972 when a new librarian took over the Minnesota Department of Highways' General Library. The General Library is located in the main Minnesota Department of Highways Building near the State Capitol in St. Paul. It serves the employees of the department who are located in that building and in the nine districts. The staff of the library consists of one full-time library technician and a half-time clerk-typist. In the organization of the department, the library is a part of the Training Division and the librarian reports to the head thereof. The collection consists of approximately 3000 books, 5000 reports and 180 periodical subscriptions.²

The new librarian of a one-man library is in a unique position to redesign the services offered his patrons, if he can convince management of the need for changes. This study was necessary since no other surveys had been made of the information needs of employees of the Minnesota Highway Department. The study was carried out in July 1972; its purpose was to determine:

1. Who was using the library and with what success;
2. What types of materials and services were being used by the engineers surveyed; and
3. What factors influenced materials and services used.

The survey was divided into two parts; in part one, questions were asked to determine general patterns of information gathering, and
in part two questions related specifically to library use. This was done to produce a composite picture of the information gathering habits of the library's clientele.

However, it was not enough to examine the overall responses so the answers to various questions were compared; for example, does the rating engineers give the library collection influence how often they use it. Other factors which were examined to see if they had any influence on the gathering of information were location, office, and length of service. One might expect the engineers from the district offices to show a different pattern of library use than those in the main office building, but what form these differences take can only be determined by comparing the responses to different questions.

Questionnaires were used instead of interviews because it was felt that with the large number of workers involved, the time and financial costs of the interview techniques would be too high and that it would be better to get more complete coverage of the user population at the expense of the depth offered by interviews. Because of the number and physical dispersion of the employees surveyed, questionnaires were sent out by means of a routing lists which included administrators, managers, civil engineers, and senior highway technicians. Of the 485 sent out, 266 questionnaires were returned, giving a return rate of 54.8% of the returned questionnaires, 163 were filled out by civil engineers.

II. Literature Review

Two basic sources were particularly useful for providing information on previous user studies -- the 676 item bibliography in the DOD User Needs Study (Auerbach Report) and a 300 item ERIC search generated in November 1972. While those sources and others provided many examples
of user surveys, none dealt directly with civil engineers. The only study which was located that examined information use by civil engineers was a 1951 citation analysis of civil engineering journals.⁵ Among the studies of other types of engineers, several contained information which shed light on the findings of this study.

Some user studies cover very large samples such as the one done by North American Aviation for the Department of Defense which covered 1500 scientists, engineering, and technical personnel from 73 companies, 8 research institutions, and 2 universities, and investigated almost all aspects of their information gathering habits.⁶ At the other end of the spectrum is a study by Thomas J. Allen of M.I.T. which intensively interviewed 33 electrical engineers to determine how they selected their information sources.⁷

Most of these studies point in one direction -- the library is not the engineer's natural habitat for information-gathering. Walek's study of 35 engineers⁸ found that 64% of cases involving acquisition of useful information engineers relied upon inter-personal contacts.⁹ The engineering profession as a whole places less emphasis on the presence of a library than do others such as medicine where a hospital must have a library in order to have an approved internship or residency program.¹⁰ In contrast, "Guidelines to Professional Employment for Engineers and Scientists," developed by representatives from 16 engineering societies and endorsed by, among others, the American Society of Civil Engineers, makes no mention of libraries or library services as required or recommended conditions for employment.¹¹

Yet there are contrary indications that engineers use the library a great deal -- if not always successfully. A British study of 890 industrial technologists in the electrical field found them using an average of 1.6 libraries per person.¹²
III. Results and Conclusions

The results of this study can be divided into two parts -- first the overall results, and second, the correlations done to determine what factors influenced library use. The main variables included length of service, office, and location; other correlations compared answers to different questions. The tables of statistics are given at the end of the paper; Appendix 1 gives the overall results and Appendix 2 the tables showing correlations.

- General Results

The overall statistics on library use show a much higher percentage of the engineers had used the library than was expected -- 91% of these surveyed had used it at least once. Of those who had never used it, almost half said they had no need to use the library; only 6% of those who had never used the library were unaware of its existence. This indicates that at least no program is needed to inform the engineers of the library's existence.

Of the services offered by the library, the three most heavily used were telephoning or writing to have material sent; checking "Better Roads to Better Reading, the recent accessions list; and routing of current periodicals. One might expect that engineers spread all over the state of Minnesota would make a great deal of use of a service sending materials to them, but correlations to be discussed later shed a different light on this question. It's interesting that while only 6% of the engineers surveyed who hadn't used the library were unaware of its existence, 19% of those who hadn't used the services were unaware of them -- knowing that the library exists doesn't necessarily mean awareness of its possibilities.

Of the new services suggested, the three most requested were preparation
of a library handbook; performance of literature searches, and distribution of copies of current journal contents pages. The interest in a handbook suggests that the user population is interested in what the library has to offer now that they've been reminded of its existence while the interest in a "current contents" service shows they're aware of a need for current information that is not being met through the present system of routing.

The engineers who were surveyed used a variety of information sources in their work; the most widely used of which were handbooks and manuals, research reports, standards and specifications, and MDH publications. The ones used least were microforms and indexes and abstracts. The small use of indexes bears out findings of a study done by Slater in 1964: only 31% of the engineers he surveyed said they made use of them and only 20% had done so in the last year.\footnote{13}

Those sources are found in a great variety of places; the most used of which are office collections, the engineers' own collection and the General Library. The "average" engineer thus finds information 6.4 locations and uses .96 libraries. This is somewhat over half as many libraries used by engineers surveys in Scott's study in 1961 his engineers used 1.6 libraries per person.\footnote{14}

Engineers learn of new publications in a variety of ways; most commonly from professional magazines, "Better Roads...", and co-workers.

When searching for information most of the engineers surveyed (57%) think of the library right after checking their own collection. The number who come to the library immediately and those who use it as a last resort are almost identical -- 10%. This contrasts markedly with the results of Slater's study which found 58% of the engineers came straight to the library in their search for information,\footnote{15} but she was dealing with
a sample of engineers who had already come to the survey library.

Another contrast with Slater's results is shown by frequency of library use. This clustered at several times a year for the engineers surveyed at the Highway Department, with roughly equal numbers using it more and less frequently. Slater's engineers used it much more frequently with 67% using it once a week or more.¹⁶

While most of engineers who use the library come there to do their own research, some come specifically to ask the librarian for help with the research and others come to read current journals.

72% of the engineers surveyed got the information they needed "usually" or "always". While the only other statistics on success that were located were in Slater's study, the question was not phrased in the same way so the statistics were not directly comparable. She found that the engineers were successful in getting their information 85% of the time, had partial success another 8% of the time, and failed the other 7% of the time.¹⁷

83% of the engineers surveyed asked the librarian for help in locating information. Of those who asked for help, most rated the service quite high -- 36% said it was very good, 58% good, and 4% fair.

The rating of the collection, however, was another matter completely: 8% said it was very good, 45% good, and 40% fair. The difference in responses suggest two possible interpretations:

1. The library has always been stronger on reference service than on acquisitions.

2. Most people can tell if the library has the books they need, but many wouldn't recognize poor reference service if they saw it since so few people get to experience good service.

Good and bad comments were requested. The most frequent favorable com-
ments were availability (i.e. the library exists), accessibility, and the depth of the collection. The most frequent unfavorable comments were inconvenient location, lack of breadth in the collection, and library is physically too small.

- Services

Now that the general results have been examined, one can begin to ask the real questions about what factors cause groups of library users to respond in a given way and what relationships exist between answers to various questions.

Which services are used is related to three factors, as may be seen in table 1, 3, and 4. There is a slight influence by length of service; middle and late career people are much more likely to send for material, suggest purchase for the library, and request purchases for their office collections. Location has a great influence on the services used — those located on the first through third floors of the building, closest to the library, have the highest percentages of use of all services. It is interesting to note that the engineers who request material for their office collections are not those out in the district offices, but those nearest the library. A third factor influencing which services are used is frequency of library use. Frequent users use more services and are building office collections.

The biggest influence on new services desired (tables 1, 5, 6, and 7) is the length of service; early career engineers are the ones most interested in advancement aids and popular reading. Variation by location, office, and frequency of library use formed no measurable pattern. One might have expected special interest in the district offices in having the librarian do literature searches but this was not the case.
Length of service had its largest influence on the new services desired; new engineers were much more interested in aids to advancement than those who had longer tenure. The more recently-hired engineers also rated the collection and library services lower than did engineers who had worked there longer.

The only measurable influence that office had on the responses given was in the types of materials used; this is no doubt caused by the different types of information needed by the various civil engineering sub-specialties.

In conclusion, the most significant influence was location. There was no relation between perceived quality of library collections and how often the library was used. This bears out Allen and Gerstberger's theory that what influenced engineers' choice of information sources was accessibility, not the perceived technical quality of the source.
Footnotes


9Wolek, ibid. p. 2.


15Slater, op. cit., p. 42.

16ibid., p. 16.

17ibid., p. 53.

18Elizabeth R. Bates, "Patterns of Use of an Academic Engineering Library" (paper presented at the annual meeting of the American Society for Engineering Education, Texas Tech University, Lubbock, Texas, June 19-22, 1972)

Bibliography


"Guidelines to Professional Employment for Engineers and Scientists," *Professional Engineer*, XLIII (February, 1973), 37-44.


Appendix I - GENERAL RESULTS

4. Have you ever visited the MDH General Library?
   Yes  91%
   No   9%

5. If you have never visited the library, why not? (% of those "no" above)
   No need to use the library  44%
   Did not know it existed      06%
   Do not think it had the information needed  0  
   Other                      50%

6. Have you ever used any of these library services?
   Routing of current periodicals  49%
   Phone for answer of Reference questions  21%
   Phone or write to have material sent  65%
   Suggest purchase of materials for library  36%
   Request purchase of material for office collection  40%
   Check "Better Roads to Better Reading"  52%

7. If you have never used these services, why not?
   No need                           64%
   Did not know services were available  29%
   Other                             7%

8. If the library were to institute new services, which of the following would be useful?
   Library handbook explaining services, location of materials and use of card catalog & indexes  44%
   Engineering Index Card Alert Service  20%
   Distribution of copies of contents pages of current journals  35%
   Perform literature searches  37%
   Provide material giving help in taking certification advancement exams  16%
   Supply popular reading  21%

9. What sources of information do you use in your work?
   handbooks and manuals  88%
   magazines             56%
   newspapers            28%
   pamphlets             36%
   government documents  54%
   microforms            5%
   MDH publications      75%
   Publications from other state highway departments  69%
   research reports      78%
standards and specifications 70%
trade catalogs 28%
encyclopedia & dictionaries 35%
indexing and abstracting journals 15%
other 4%

10. Where do you usually find these sources?

my own collection 71%
co-workers collection 31%
office collection 74%
general library 65%
University of Minnesota 6%
public libraries 15%
other 5%

11. How do you learn of new publications in your field?

co-workers 51%
professional magazines 61%
indexing abstracting journals 24%
"Better Roads to Better Reading" 52%
other 6%

12. When you are searching for information do you usually think of the general library

first 10%
after checking the office collection 57%
after checking several other sources 22%
after all else has failed 11%

13. How often do you use the library or its services?

once or twice a week 7%
once or twice a month 23%
several times a month 51%
once a year 16%
have used it only once 2%

14. What do you usually use the library for?

to do research 51%
to ask the librarian's help with research 16%
read current journals 19%
quiet place for reading and writing 5%
other 8%

15. When using the library or its services do you get the information or the items you need?

always 9%
usually 63%
sometimes 26%
never 1%
16. Do you ever ask the librarian on duty for help?

yes 83%
no 17%

17. If yes, how would you rate the help you received?

very good 36%
good 58%
fair 4%
very poor 1%

18. How would you rate the collection in your field?

very good 8%
good 45%
fair 40%
poor 6%
very poor 1%

19. What do you feel are the best features of the General Library. (answer is given in rough figures, not percentages)

Availability 32
Accessibility 16
Depth of Collection 14
Service 8
Periodicals 6
Staff 5
Quiet 4
Routing 4
Breadth of Collection 3
Classification & Indexing of Collection 1

20. What are the worst features of the General Library?

Inconvenient location 12
Lack of breadth of Collection 11
Too small 10
Indexing & classification 7
Lack of depth of collection 7
Lack of knowledge of services 4
Noisy 4
Difficult ordering procedures 3
Lack of centralization of information 2
Lack of multiple copies 1
Outdated collection 1
Appendix II - CORRELATIONS

Table 1
"What services do you use?" compared to length of service

<table>
<thead>
<tr>
<th>Service</th>
<th>Early Career</th>
<th>Middle Career</th>
<th>Late Career</th>
</tr>
</thead>
<tbody>
<tr>
<td>Routing Current Periodicals</td>
<td>43</td>
<td>42</td>
<td>47</td>
</tr>
<tr>
<td>Phone references question</td>
<td>22</td>
<td>15</td>
<td>23</td>
</tr>
<tr>
<td>Phone/write for material</td>
<td>39</td>
<td>65</td>
<td>69</td>
</tr>
<tr>
<td>Suggest purchase of materials for library</td>
<td>13</td>
<td>37</td>
<td>40</td>
</tr>
<tr>
<td>Request purchase of material for office collection</td>
<td>17</td>
<td>46</td>
<td>32</td>
</tr>
<tr>
<td>Check &quot;Better Roads for Better Readings&quot;</td>
<td>43</td>
<td>54</td>
<td>47</td>
</tr>
</tbody>
</table>

Table 2
"What services would you like?" compared to length of service

<table>
<thead>
<tr>
<th>Service</th>
<th>Early Career</th>
<th>Middle Career</th>
<th>Late Career</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library handbook</td>
<td>39</td>
<td>48</td>
<td>45</td>
</tr>
<tr>
<td>Engineering Index Card Alert</td>
<td>13</td>
<td>26</td>
<td>16</td>
</tr>
<tr>
<td>Dist. Xerox current Periodical contents</td>
<td>17</td>
<td>40</td>
<td>41</td>
</tr>
<tr>
<td>Literature searches</td>
<td>26</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Material for advancement and certification exams</td>
<td>30</td>
<td>15</td>
<td>09</td>
</tr>
<tr>
<td>Popular reading</td>
<td>30</td>
<td>17</td>
<td>19</td>
</tr>
</tbody>
</table>
### Table 3

"Have you ever used any of these services" compared to location within the Department

<table>
<thead>
<tr>
<th>Service</th>
<th>1st-3th</th>
<th>4th-5th</th>
<th>6th-8th</th>
<th>Metro Dist.</th>
<th>Non-Metro Dist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rotuing Periodicals</td>
<td>77%</td>
<td>33%</td>
<td>59%</td>
<td>28%</td>
<td>43%</td>
</tr>
<tr>
<td>Phone reference</td>
<td>41%</td>
<td>14%</td>
<td>30%</td>
<td>28%</td>
<td>11%</td>
</tr>
<tr>
<td>Phone/write for material</td>
<td>77%</td>
<td>33%</td>
<td>61%</td>
<td>61%</td>
<td>71%</td>
</tr>
<tr>
<td>Suggest purchase of material for the library</td>
<td>68%</td>
<td>33%</td>
<td>37%</td>
<td>33%</td>
<td>23%</td>
</tr>
<tr>
<td>Request purchase of material for office collection</td>
<td>59%</td>
<td>29%</td>
<td>35%</td>
<td>39%</td>
<td>29%</td>
</tr>
<tr>
<td>&quot;Better Roads...&quot;</td>
<td>64%</td>
<td>29%</td>
<td>65%</td>
<td>33%</td>
<td>36%</td>
</tr>
</tbody>
</table>

### Table 4

"How often do you use the library?" compared to what services used

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Routing</th>
<th>Phone Ref.</th>
<th>Lib. Mat. Sent</th>
<th>Suggest Lib. purchase</th>
</tr>
</thead>
<tbody>
<tr>
<td>daily—once or twice a month</td>
<td>66%</td>
<td>34%</td>
<td>72%</td>
<td>59%</td>
</tr>
<tr>
<td>several times year—used it only</td>
<td>40%</td>
<td>02%</td>
<td>17%</td>
<td>01%</td>
</tr>
<tr>
<td>once</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Request purchase for office &quot;Better Roads&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>daily—once or twice a month</td>
<td>51%</td>
<td></td>
<td></td>
<td>62%</td>
</tr>
<tr>
<td>several times year—used it only</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>once</td>
<td>06%</td>
<td></td>
<td></td>
<td>10%</td>
</tr>
</tbody>
</table>
Table 5

"Have you ever used any of these library services" compared to office*

<table>
<thead>
<tr>
<th>Service</th>
<th>Routing Per.</th>
<th>Phone/Ref</th>
<th>Materials sent</th>
<th>Purchase for Lib.</th>
<th>Purchase for office collection</th>
<th>&quot;Better Roads...&quot;</th>
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</thead>
<tbody>
<tr>
<td>Materials</td>
<td>75</td>
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<td>75</td>
<td>75</td>
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<td>62</td>
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<td>Research &amp; Standards</td>
<td>78</td>
<td>44</td>
<td>78</td>
<td>78</td>
<td>67</td>
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<td>Road Design</td>
<td>46</td>
<td>13</td>
<td>63</td>
<td>38</td>
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<td>Bridge</td>
<td>63</td>
<td>13</td>
<td>38</td>
<td>38</td>
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<td>Planning &amp; Programming</td>
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<td>36</td>
<td>71</td>
<td>36</td>
<td>50</td>
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<tr>
<td>Metro District</td>
<td>28</td>
<td>28</td>
<td>61</td>
<td>33</td>
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<td>33</td>
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<tr>
<td>Non-metro district</td>
<td>43</td>
<td>11</td>
<td>71</td>
<td>23</td>
<td>26</td>
<td>26</td>
</tr>
</tbody>
</table>

*Offices in which fewer than eight responded were excluded.

Table 6

"What services would be useful?" compared to how often the library is used

<table>
<thead>
<tr>
<th>Service</th>
<th>Handbook</th>
<th>E.I. Card Alert</th>
<th>Dist of Contents</th>
<th>Pages</th>
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<tbody>
<tr>
<td>Daily</td>
<td>45</td>
<td>44</td>
<td>42</td>
<td></td>
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<tr>
<td>once or twice a month</td>
<td>45</td>
<td>44</td>
<td>42</td>
<td></td>
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<td>several times a year</td>
<td>42</td>
<td>45</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>used it only once</td>
<td>42</td>
<td>45</td>
<td>44</td>
<td></td>
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<table>
<thead>
<tr>
<th>Service</th>
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<th>Adv. Aids</th>
<th>Pop. Reading</th>
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<tbody>
<tr>
<td>Daily</td>
<td>43</td>
<td>47</td>
<td>46</td>
</tr>
<tr>
<td>once or twice a month</td>
<td>43</td>
<td>47</td>
<td>46</td>
</tr>
<tr>
<td>several times a year</td>
<td>43</td>
<td>47</td>
<td>46</td>
</tr>
<tr>
<td>used it only once</td>
<td>43</td>
<td>47</td>
<td>46</td>
</tr>
</tbody>
</table>
Table 7.

"Which of the following new services would be useful?" compared to location within the department.

<table>
<thead>
<tr>
<th>Location</th>
<th>Handbook (36%)</th>
<th>E.I. Card Alert (36%)</th>
<th>Xerox Contents (41%)</th>
<th>Literature Searches (67%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st-3rd</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4th-5th</td>
<td>38</td>
<td>10</td>
<td>33</td>
<td>38</td>
</tr>
<tr>
<td>6th-8th</td>
<td>57</td>
<td>22</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Metro Dist</td>
<td>39</td>
<td>17</td>
<td>28</td>
<td>39</td>
</tr>
<tr>
<td>Non-Metro</td>
<td>43</td>
<td>18</td>
<td>39</td>
<td>23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Exam Aids (14%)</th>
<th>Popular Reading (27)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st-3rd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4th-5th</td>
<td>14</td>
<td>29</td>
</tr>
<tr>
<td>6th-8th</td>
<td>20</td>
<td>22</td>
</tr>
<tr>
<td>Metro Dist.</td>
<td>06</td>
<td>14</td>
</tr>
<tr>
<td>Non-Metro</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Source</td>
<td>Early Career</td>
<td>Middle Career</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Handbooks &amp; Manuals</td>
<td>96</td>
<td>86</td>
</tr>
<tr>
<td>Magazines</td>
<td>52</td>
<td>58</td>
</tr>
<tr>
<td>Newspapers</td>
<td>26</td>
<td>24</td>
</tr>
<tr>
<td>Pamphlets</td>
<td>26</td>
<td>38</td>
</tr>
<tr>
<td>Govt. Documents</td>
<td>52</td>
<td>54</td>
</tr>
<tr>
<td>Microforms</td>
<td>04</td>
<td>08</td>
</tr>
<tr>
<td>MDH Publications</td>
<td>78</td>
<td>77</td>
</tr>
<tr>
<td>Pub. from other state</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highway Departments</td>
<td>62</td>
<td>60</td>
</tr>
<tr>
<td>Research Reports</td>
<td>87</td>
<td>78</td>
</tr>
<tr>
<td>Standards &amp; Specifications</td>
<td>70</td>
<td>63</td>
</tr>
<tr>
<td>Trade Catalogs</td>
<td>26</td>
<td>32</td>
</tr>
<tr>
<td>Encyclopedias &amp; Dictionaries</td>
<td>39</td>
<td>26</td>
</tr>
<tr>
<td>Indexing and Abstracting Journals</td>
<td></td>
<td>17</td>
</tr>
<tr>
<td>Other</td>
<td>05</td>
<td>03</td>
</tr>
</tbody>
</table>
Table 9
"Sources used" by office

<table>
<thead>
<tr>
<th></th>
<th>Handbooks</th>
<th>Magazines</th>
<th>Newspapers</th>
<th>Pamphlets</th>
<th>Govt. Doc</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials</td>
<td>63</td>
<td>50</td>
<td>6</td>
<td>13</td>
<td>50</td>
</tr>
<tr>
<td>Research &amp; Standards</td>
<td>100</td>
<td>89</td>
<td>11</td>
<td>22</td>
<td>67</td>
</tr>
<tr>
<td>Road Design</td>
<td>96</td>
<td>54</td>
<td>17</td>
<td>50</td>
<td>67</td>
</tr>
<tr>
<td>Bridge</td>
<td>100</td>
<td>63</td>
<td>50</td>
<td>25</td>
<td>38</td>
</tr>
<tr>
<td>Planning &amp; Programming</td>
<td>50</td>
<td>50</td>
<td>43</td>
<td>43</td>
<td>71</td>
</tr>
<tr>
<td>Metropolitan District</td>
<td>89</td>
<td>56</td>
<td>28</td>
<td>67</td>
<td>50</td>
</tr>
<tr>
<td>Non-Metro Districts</td>
<td>89</td>
<td>54</td>
<td>38</td>
<td>34</td>
<td>46</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials</td>
<td>-</td>
<td>75</td>
<td>75</td>
<td>63</td>
<td>75</td>
</tr>
<tr>
<td>Research &amp; Standards</td>
<td>-</td>
<td>89</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Road Design</td>
<td>21</td>
<td>79</td>
<td>75</td>
<td>88</td>
<td>79</td>
</tr>
<tr>
<td>Bridge</td>
<td>-</td>
<td>63</td>
<td>50</td>
<td>63</td>
<td>100</td>
</tr>
<tr>
<td>Planning &amp; Programming</td>
<td>-</td>
<td>50</td>
<td>71</td>
<td>79</td>
<td>21</td>
</tr>
<tr>
<td>Metro Dist</td>
<td>06</td>
<td>78</td>
<td>61</td>
<td>78</td>
<td>39</td>
</tr>
<tr>
<td>Non-metro Dist</td>
<td>04</td>
<td>77</td>
<td>50</td>
<td>70</td>
<td>68</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Trade Cat.</th>
<th>Encyc.</th>
<th>Index</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials</td>
<td>25</td>
<td>-</td>
<td>25</td>
<td>-</td>
</tr>
<tr>
<td>Research &amp; Standards</td>
<td>33</td>
<td>44</td>
<td>22</td>
<td>11</td>
</tr>
<tr>
<td>Road Design</td>
<td>42</td>
<td>38</td>
<td>13</td>
<td>04</td>
</tr>
<tr>
<td>Bridge</td>
<td>63</td>
<td>13</td>
<td>38</td>
<td>-</td>
</tr>
<tr>
<td>Planning &amp; Programming</td>
<td>14</td>
<td>29</td>
<td>21</td>
<td>07</td>
</tr>
<tr>
<td>Metro Dist</td>
<td>33</td>
<td>33</td>
<td>17</td>
<td>-</td>
</tr>
<tr>
<td>Non-metro Dist</td>
<td>14</td>
<td>48</td>
<td>05</td>
<td>-</td>
</tr>
</tbody>
</table>
Table 10.

"Where do you usually find your sources of information?" compared to location

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1st-3rd floor</td>
<td>59%</td>
<td>36%</td>
<td>82%</td>
<td>68%</td>
<td>23%</td>
</tr>
<tr>
<td>4th-5th</td>
<td>62</td>
<td>48</td>
<td>76</td>
<td>67</td>
<td>-</td>
</tr>
<tr>
<td>6th-8th</td>
<td>63</td>
<td>39</td>
<td>78</td>
<td>72</td>
<td>04</td>
</tr>
<tr>
<td>Metro District</td>
<td>72</td>
<td>28</td>
<td>56</td>
<td>72</td>
<td>06</td>
</tr>
<tr>
<td>Non-Metro</td>
<td>78</td>
<td>43</td>
<td>73</td>
<td>52</td>
<td>05</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Public Library</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st-3rd floor</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>4th-5th</td>
<td>14</td>
<td>-</td>
</tr>
<tr>
<td>6th-8th</td>
<td>09</td>
<td>04</td>
</tr>
<tr>
<td>Metro District</td>
<td>22</td>
<td>06</td>
</tr>
<tr>
<td>Non-Metro</td>
<td>18</td>
<td></td>
</tr>
</tbody>
</table>

Table 11.

"How do you learn of new publications in your field?" compared to length of service

<table>
<thead>
<tr>
<th>Source</th>
<th>Early Career</th>
<th>Middle Career</th>
<th>Late Career</th>
</tr>
</thead>
<tbody>
<tr>
<td>From co-workers</td>
<td>57</td>
<td>62</td>
<td>52</td>
</tr>
<tr>
<td>Professional magazines</td>
<td>61</td>
<td>62</td>
<td>64</td>
</tr>
<tr>
<td>Indexing/abstracting services</td>
<td>09</td>
<td>31</td>
<td>25</td>
</tr>
<tr>
<td>&quot;Better Roads to Better Reading&quot;</td>
<td>39</td>
<td>58</td>
<td>53</td>
</tr>
<tr>
<td>Other</td>
<td>04</td>
<td>08</td>
<td>08</td>
</tr>
</tbody>
</table>
Table 12.

"How do you usually find out about new publications?" compared to location in the Department

<table>
<thead>
<tr>
<th>Location</th>
<th>Co-Workers</th>
<th>Prof. Magazines</th>
<th>Indexes</th>
<th>Better Roads</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st-3rd floors</td>
<td>64%</td>
<td>73%</td>
<td>55%</td>
<td>55%</td>
<td>09%</td>
</tr>
<tr>
<td>4th-5th</td>
<td>57</td>
<td>81</td>
<td>05</td>
<td>52</td>
<td>-</td>
</tr>
<tr>
<td>6th-8th</td>
<td>54</td>
<td>54</td>
<td>33</td>
<td>57</td>
<td>15</td>
</tr>
<tr>
<td>Metro District</td>
<td>61</td>
<td>61</td>
<td>17</td>
<td>56</td>
<td>06</td>
</tr>
<tr>
<td>Non-Metro</td>
<td>38</td>
<td>59</td>
<td>18</td>
<td>50</td>
<td>01</td>
</tr>
</tbody>
</table>

Table 13.

<table>
<thead>
<tr>
<th>First</th>
<th>Early Career</th>
<th>Middle Career</th>
<th>Late Career</th>
</tr>
</thead>
<tbody>
<tr>
<td>After checking office</td>
<td>48</td>
<td>44</td>
<td>61</td>
</tr>
<tr>
<td>collection</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After checking several</td>
<td>10</td>
<td>26</td>
<td>23</td>
</tr>
<tr>
<td>other sources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After all else failed</td>
<td>28</td>
<td>16</td>
<td>08</td>
</tr>
</tbody>
</table>

Table 14.

"When you are searching for information, do you think of the library...." by office

<table>
<thead>
<tr>
<th>Materials</th>
<th>First</th>
<th>After Office Collection</th>
<th>After Co-Workers Collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; Standards</td>
<td>11</td>
<td>67</td>
<td>22</td>
</tr>
<tr>
<td>Road Design</td>
<td>08</td>
<td>54</td>
<td>29</td>
</tr>
<tr>
<td>Bridge</td>
<td>13</td>
<td>75</td>
<td>13</td>
</tr>
<tr>
<td>Planning &amp; Programming</td>
<td>15</td>
<td>62</td>
<td>08</td>
</tr>
<tr>
<td>Metropolitan Dist.</td>
<td>12</td>
<td>59</td>
<td>18</td>
</tr>
<tr>
<td>Non-Metro Districts</td>
<td>14</td>
<td>36</td>
<td>30</td>
</tr>
</tbody>
</table>
After All Else Failed

Materials
Research & Standards
Road Design  08
Bridge
Planning & Programming  15
Metropolitan Districts  12
Non-Metro Districts  20

<table>
<thead>
<tr>
<th></th>
<th>1st-3rd</th>
<th>4th-5th</th>
<th>6th-8th</th>
<th>Metro. Dist</th>
<th>Non-Metro</th>
</tr>
</thead>
<tbody>
<tr>
<td>After Office</td>
<td>76%</td>
<td>45%</td>
<td>60%</td>
<td>59%</td>
<td>36%</td>
</tr>
<tr>
<td>After Other Sources</td>
<td>19%</td>
<td>15%</td>
<td>20%</td>
<td>18%</td>
<td>30%</td>
</tr>
<tr>
<td>After All Else</td>
<td>0%</td>
<td>30%</td>
<td>08%</td>
<td>12%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Table 15.
"When searching for information, do you usually think of the library..." compared to location within the department.

<table>
<thead>
<tr>
<th></th>
<th>Research</th>
<th>Librarian Help with Research</th>
<th>Current Journal</th>
<th>Quiet Place</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials</td>
<td>44%</td>
<td>33%</td>
<td>33%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Research &amp; Standards</td>
<td>100%</td>
<td>22%</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Design</td>
<td>77%</td>
<td>14%</td>
<td>41%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bridge</td>
<td>63%</td>
<td>13%</td>
<td>38%</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>Planning &amp; Programming</td>
<td>64%</td>
<td>29%</td>
<td>21%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Metropolitan Districts</td>
<td>53%</td>
<td>05%</td>
<td>16%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Non-Metro Districts</td>
<td>59%</td>
<td>26%</td>
<td>21%</td>
<td>05%</td>
<td>08%</td>
</tr>
</tbody>
</table>

Table 16.
"What do you use the library for?" by office
Table 17.
"When using the library or its services do you get the information or items you need?" compared to length of service

<table>
<thead>
<tr>
<th></th>
<th>Early Career</th>
<th>Middle Career</th>
<th>Late Career</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>58</td>
<td>68</td>
<td>63</td>
</tr>
<tr>
<td>Usually</td>
<td>37</td>
<td>26</td>
<td>25</td>
</tr>
<tr>
<td>Sometimes</td>
<td>06.</td>
<td></td>
<td>02</td>
</tr>
</tbody>
</table>

Table 18.
"Do you ever ask the librarian on duty for help in finding materials?" compared to length of service

<table>
<thead>
<tr>
<th></th>
<th>Early Career</th>
<th>Middle Career</th>
<th>Late Career</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>89</td>
<td>79</td>
<td>80</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>21</td>
<td>20</td>
</tr>
</tbody>
</table>

"If yes, how would you rate the help you received?" compared to length of service

<table>
<thead>
<tr>
<th>Rate</th>
<th>Early Career</th>
<th>Middle Career</th>
<th>Late Career</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good</td>
<td>17</td>
<td>26</td>
<td>47</td>
</tr>
<tr>
<td>Good</td>
<td>78</td>
<td>70</td>
<td>47</td>
</tr>
<tr>
<td>Fair</td>
<td>04</td>
<td>06</td>
<td></td>
</tr>
<tr>
<td>Poor</td>
<td>05</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 19.
"Do you ask for help?" by office

<table>
<thead>
<tr>
<th>Office</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Research &amp; Standards</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Road Design</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Bridge</td>
<td>88</td>
<td>12</td>
</tr>
<tr>
<td>Planning &amp; Programming</td>
<td>85</td>
<td>15</td>
</tr>
<tr>
<td>Metropolitan Districts</td>
<td>88</td>
<td>12</td>
</tr>
<tr>
<td>Non-Metropolitan Districts</td>
<td>64</td>
<td>36</td>
</tr>
</tbody>
</table>
### Table 20.

<table>
<thead>
<tr>
<th>Materials</th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; Standards</td>
<td>11</td>
<td>56</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Road Design</td>
<td>4</td>
<td>70</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Bridge</td>
<td>13</td>
<td>37</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Planning &amp; Programming</td>
<td>7</td>
<td>67</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Metropolitan Districts</td>
<td>20</td>
<td>47</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Non-Metro Districts</td>
<td>5</td>
<td>68</td>
<td>24</td>
<td>3</td>
</tr>
</tbody>
</table>

### Table 21.

How Engineers rate the help received compared to how often used

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Very Good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Very Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once or twice a week</td>
<td>05</td>
<td>05</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once or twice a month</td>
<td>32</td>
<td>30</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Several times a year</td>
<td>58</td>
<td>51</td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once a year</td>
<td>05</td>
<td>14</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Used it once</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

### Table 22.

"How would you rate the library collection in your field of interest?" compared to length of service

<table>
<thead>
<tr>
<th>Rating</th>
<th>Early Career</th>
<th>Middle Career 06</th>
<th>Late Career 11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good</td>
<td>28</td>
<td>42</td>
<td>52</td>
</tr>
<tr>
<td>Fair</td>
<td>39</td>
<td>45</td>
<td>32</td>
</tr>
<tr>
<td>Poor</td>
<td>22</td>
<td>07</td>
<td>05</td>
</tr>
<tr>
<td>Very Poor</td>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Table 23.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Where do you usually find these sources?&quot; compared to length of service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td></td>
</tr>
<tr>
<td>My own collection</td>
<td>Early 57</td>
<td>Middle 69</td>
<td>Late 67</td>
</tr>
<tr>
<td>Co-workers collection</td>
<td>48</td>
<td>49</td>
<td>31</td>
</tr>
<tr>
<td>Office Collection</td>
<td>74</td>
<td>66</td>
<td>76</td>
</tr>
<tr>
<td>MDH General Library</td>
<td>57</td>
<td>60</td>
<td>64</td>
</tr>
<tr>
<td>University of Minn. Library</td>
<td>09</td>
<td>09</td>
<td>04</td>
</tr>
<tr>
<td>Public Libraries</td>
<td>13</td>
<td>11</td>
<td>19</td>
</tr>
<tr>
<td>Other</td>
<td>06</td>
<td>04</td>
<td></td>
</tr>
</tbody>
</table>

| Table 24. |
| "How do you rate the collection" by office |
|-----------|-----------|-----------|-----------|-----------|-----------|
| Materials | Very Good 25 | Good 63 | Fair 12 | Poor | Very Poor |
| Research & Standards | 11 | 22 | 67 | | |
| Road Design | 14 | 50 | 32 | 04 | |
| Bridge | 50 | 38 | 12 | | |
| Planning & Programming | 50 | 42 | 08 | | |
| Metropolitan Districts | 07 | 47 | 40 | 06 | |
| Non-Metro Districts | 10 | 58 | 26 | 03 | 03 |

| Table 25. |
| "How do you rate the collection?" compared to location in the Department |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 1st-3rd Floor | Very Good 5 | Good 19 | Fair 67 | Poor 9 | 6 |
| 4th-5th Floor | 6 | 35 | 35 | 18 | 6 |
| 6th-8th Floor | 7 | 50 | 36 | 7 | |
| Metropolitan District | 7 | 47 | 40 | 6 | |
| Non-Metro District | 10 | 58 | 26 | 3 | 3 |
Table 26.
"How do you rate the collection?" compared to "How often do you use the Library?"

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Very Good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Very Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once or twice a week</td>
<td>20</td>
<td>60</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once or twice a month</td>
<td>3</td>
<td>39</td>
<td>47</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Several Times per year</td>
<td>7</td>
<td>44</td>
<td>38</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Once a year</td>
<td>7</td>
<td>53</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Only once</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>Daily</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once or twice a week</td>
<td>12</td>
<td>5</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Once or twice a month</td>
<td>12</td>
<td>25</td>
<td>34</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Several times per year</td>
<td>63</td>
<td>55</td>
<td>52</td>
<td>60</td>
<td>50</td>
</tr>
<tr>
<td>Once a year</td>
<td>13</td>
<td>15</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Only once</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50</td>
</tr>
</tbody>
</table>
Appendix III - QUESTIONNAIRE

Section 1 (Everyone please complete this section)

1. Your job classification?
2. Your office or section?
3. How long have you worked for the Minnesota Dept. of Highways?
4. Have you ever visited the MDH General Library?
5. If you have never visited the General Library, why not?

   No need to use the library.
   Did not know it existed.
   Do not think it can offer the type of information I need.
   Other (please specify)

6. Have you ever used any of these library services? (If yes, please put a check by those which you have used.)

   Routing current periodicals.
   Phone library for answer to reference question.
   Phone or write to have library materials sent to me.
   Suggest purchase of material for the library.
   Suggest purchase of material for our office collection.
   Check "Better Roads to Better Reading" (recent acquisitions list)

7. If you have never used these services, why not?

   No need of services.
   Did not know services were available.
   Other (please specify)

8. If the library were to institute new services, which of the following would be useful to you.

   A library handbook explaining library services, location of materials, and use of the card catalog and indexes.
   Subscription to Engineering Index Card alert service.
   Distribution of xerox copies of contents pages of current periodicals.
   Perform literature searches on given subjects and compile bibliographies.
   Provide material giving help in taking certification and advancement exams.
   Supply popular reading (current news and general science magazines).

9. What sources of information do you use in your work? (please check all that apply).

   Handbooks
   Magazines
   Newspapers
   Pamphlets
   Government Documents
   Microforms (film or fiche)
   MDH publications
   Publications from other state highway departments
   Research Reports
   Standards and specifications
Trade catalogs
Encyclopedias and Dictionaries
Indexing and Abstracting Journals
Other (please specify)

10. Where do you usually find these sources?

My own collection
Co-workers collection
Our office collection
MDH General Library
University of Minnesota Library
Public Libraries
Other (please specify)

11. How do you learn of new publications in your field?

From co-workers
From professional magazines
From indexing and abstracting services
From "Better Roads to Better Reading"
Other (please specify)

12. When you are searching for information do you usually think of the
General Library

First
After checking office collection
After checking several other sources
After all else has failed

Section 2 (only those who have used the library or its services need complete
this section)

13. How often do you use the library or its services?

Daily
Once or twice a week
Once of twice a month
Several times a year
Once a year
Have used it only once

14. What do you usually use the library for?

To do research
To ask the librarian's help with research
Read current professional journals
Quiet place for reading and writing
Other (please specify)

15. When using the library or its services, do you get the information or
items you need

Always
Usually
Sometimes
Never
16. Do you ever ask the librarian on duty for help in finding material

17. If yes, how would you rate the help you received?
   Very Good
   Good
   Fair
   Poor
   Very Poor

18. How would you rate the library collection in your field of interest?
   Very Good
   Good
   Fair
   Poor
   Very Poor

19. What do you feel is (are) the best feature(s) of the General Library?

20. What do you feel is (are the worst feature(s) of the General Library?
The Minnesota Department of Transportation (MnDOT) Library is “going the extra mile” for the agency by providing a new, in-depth information service. It is called the IRIS service, for In-Depth Research and Information Synthesis. The IRIS service goes beyond traditional literature searching or question answering to add more value to library reference services.

Typically, when a library customer requests a literature search on a specific topic, the librarian does the search and provides titles, abstracts, or publications on the topic, which the customer must then read to extract the relevant information for his or her work (Figure 1).

**The Traditional Literature Search**

**Librarian searches:**
- Online Databases,
- CD-ROM Databases
- Internet
- Library Catalogs
- Print Sources

**You get:**
- Titles and Abstracts

**From which you may request:**
- Articles, Conference Papers
- Books, Technical Reports

**Your next steps:**
- Read, organize, analyze, apply to your project

The librarian providing the IRIS service, however, goes further and takes some of the next steps for the customer, obtaining the documents identified in the literature search, reading them to extract the relevant information, organizing and synthesizing that information, and writing a paper summarizing the information (see Figure 2).
The service began with a pilot project that was completed in July, 1997, for MnDOT’s newly formed Office of Access Management. The office was charged with heading up an initiative to prepare recommendations for improving current access management practices in Minnesota. Their recommendations will be presented to the 1999 Legislature.

Access management was a relatively new topic to the staff working on that initiative, and they needed help with identifying, organizing and summarizing a large quantity of information. Access management is a large topic, covering all of the engineering, land use, and legal aspects of managing safe and efficient traffic flow while also providing appropriate access to and from adjacent land development. Different states are at different stages in the development of comprehensive, statewide policies, and MnDOT needed to establish what was current practice in the state as well as learn from what others had been doing.

As the librarian working on the project, my charge was to document access management practices outside Minnesota, while the access management staff worked on determining current practice within Minnesota. The major questions that I was to address were:

- What are the goals and anticipated benefits of access management programs?
- What are the regulatory or policy approaches used by different agencies?
- What successes have agencies had in meeting their goals and objectives, or what further needs have they identified?

The In-Depth Research and Analysis

Librarian:
- Does literature search
- Reads abstracts
- Obtains documents
- Contacts key experts in the field
- Extracts information relevant to project
- Organizes, analyzes, summarizes

You get:
- Staff paper presenting results
- Bibliography of sources
- Follow up info as needed

Your next steps:
- Read, share, apply to your project

Figure 2
My research was done using online databases, library catalogs, the Internet, and personal contacts. The outcome was a twenty-seven page paper with bibliography, a collection of documents on the topic, and a set of overhead slides summarizing the key points from the paper.

The information was presented in two ways: first, there was a narrative section discussing what I had learned in answer to each of the three questions above, for the states and countries from which I had obtained information; next, there was a table organized by location with columns for each of the three questions. Twenty-seven states, seven Australian territories, five Canadian provinces, and four other countries were included. The paper, “Access Management — Documenting Practices External to Minnesota,” is available from the MnDOT Library: phone (651)296-1494, fax (651)297-2354, or email library@dot.state.mn.us.

Since this was a pilot project, designed to test the concept of this service and its value to the agency, feedback from the customer was critical. The feedback we received was that this was a valuable service that provided a needed structure and focus to information that was new to the department. The knowledge gained is now documented and can be easily shared with others. As new staff have been added to the Office of Access Management, they have found the paper and the document collection to be useful resources.

Librarians Have an Inside Track

Topics involving new or emerging issues that will effect our business and that require information from outside the organization are particularly well-suited to in-depth library research. Librarians have well-developed systems in place for identifying information from around the world, and for obtaining the information that has been identified. Formal and informal networks for information sharing allow us to cooperate with other libraries and transportation agencies to obtain what our customers need. One of our core skills is taking large quantities of information and organizing it in meaningful ways so that it is easier to use. We are also successful at identifying and making contact with “insider groups.” I was able, while checking on some research in progress, to get information about a monthly conference call that brings access management practitioners around the country together to discuss issues. Our access management director made some valuable contacts by joining that conference call.

The pilot project proved successful enough to gain support from MnDOT management for instituting IRIS as a regular service. In the fall of 1997, another librarian on our staff did an in-depth study on community response in other states to the placing of wireless towers in highway right-of-way. I am currently working on another study related to alternative fuels. And we are adding another librarian to our staff to enable us to begin doing in-depth studies on a regular basis.

There seems to be a real need in the organization for this kind of help with identifying, acquiring, synthesizing and summarizing information. The library has proved successful at providing it. It has been extremely rewarding to work so closely with the customers of the service and to be an integral part of their projects. It is an exciting challenge for librarians to go that extra mile.

— Pamela J. Newsome, Librarian at the Minnesota Department of Transportation
Mn/DOT Library serves a broad spectrum of customers - the general public, city and county engineers, university faculty and students. But, the library exists to serve, and is structured primarily to meet the needs of Mn/DOT employees, especially its professional, technical and managerial staff. In March, 2004, a survey of all Mn/DOT employees was conducted to gather information about who is using the library, what services are being used and how well the library is meeting customer needs.

At the time the survey was conducted, Mn/DOT had approximately 4,850 employees. The survey was conducted using a web-based survey service. A note was sent to all Mn/DOT staff using the department's e-mail system. The survey was completed by 1,170 respondents, or slightly more than 24% of all employees - an unusually high response rate for this type of survey. Responses were received from 39% of the staff in engineering positions and 34% of those in other professional positions. These positions make up the bulk of what have been called "information processing" jobs that can most benefit from using library services.

Responses were received from 41% of employees in Mn/DOT's Central Office, 21% of employees in district offices, and 19% of employees in the Twin Cities Metro Area, but outside the Central Office. Response rates were more balanced when respondents are grouped by years of service with Mn/DOT. Employees with 10 years or fewer with Mn/DOT made up 36% of all respondents, while those with 11 to 20 years, and those with 21 or more, constituted 37% and 26%, respectively. The management and professional staff, for whom library services are primarily structured, make up approximately 33% of all employees but made up nearly 43% of respondents. Throughout this report, this 43% will be referred to as the "target" group.

OVERALL RESULTS

Do Employees Come To The Library?

In response to the question, "Have you ever visited Mn/DOT Library?" responses were nearly evenly divided with 49% answering "yes" and 51%, "no." There were two factors that heavily influenced whether or not employees had visited the library. As one would expect, since the library is located in the Central Office, this was the most influential, with 79% of those respondents having visited the library as opposed to only 26% percent of those in district offices. The other influential factor was whether the respondent was within the library's target group, with 75% of those having visited the library, as opposed to just 31% of employees in other occupational groups.

What Library Services Do Employees Use?

The survey listed 15 services provided by the library and asked respondents if they had made use of the service and, if not, why they had not. A choice of three reasons for not having used each service was provided on the survey form; "Did not know the service was available," "No need to use the service," and "Other." Respondents indicating "Other" were asked to specify a reason for not using the service.

cont. on next page
Reasons for not using the services were nearly evenly divided between "Did not know..." and "No need..." with only 2%-4% of respondents, indicating "Other" reasons for not using the various services. In most cases the specified reason for not using a service was due to remoteness of work location from the library. The remaining specified reasons often were variants of "did not know...," or "no need." The following graphs show the percentage of each response for each service.

Percent of Respondents Who Have Used "Traditional" Library Services or Reason for Not Using the Service

Percent of Respondents Who Have Used Web-Based Services or Reason for Not Using the Service

cont. on next page
It's interesting to note, although much has been made of the "it's all on the Internet" phenomenon, traditional, primarily print-based services are used by a larger percent of respondents than are those accessible via the Web. However, this may be due to a lack of knowledge that these services are available. On average, only 29% of respondents said they didn't know about the traditional services, as opposed to 39% who were not aware of the Web-based services provided by the library. Also, an average of only 33% said they had "no need" to use the Web-based services, slightly less than the 36% who said they had "no need" for the traditional services.

Although no single service was used by more than 32% of respondents, at least one of the services listed was used by 63% of all respondents. Also, at least one of the services had been used by 37% of respondents who had never visited the library. On the other hand, only 9% of respondents who had visited the library had never used any of its services. Only 1% of respondents claimed to have used all of the services listed.

What Kinds of Information Resources Do Respondents Use?

![Bar chart showing the percentage of respondents using different information resources.]

Not surprisingly in an engineering-oriented organization, the most widely used information resources are handbooks, manuals, standards and specifications. What might be surprising is the large number of respondents needing access to Mn/DOT publication, publications of other state DOTs and to research reports. The need for the department to provide for access to a broad spectrum of information resources is evident form the fact that for each type of resource listed in the survey more than 20% of respondents need access to that type of resource to carry out their responsibilities.

cont. on next page
Where Do Respondents Find These Resources?

In spite of the fact that 63% of respondents have used library services, only 27% say they usually find the information resources they use in the library. Employees use first the resources closest at hand. With the exception of the Intranet, which is just as close to each employee as the Internet, the source most frequently cited as the usual source where needed information is found declines with distance from the employee. Most likely, this is a reflection of where the employee looks and in what sequence as much as any other factor. This is reinforced by responses to the next question.

When Employees Are Looking for Information, When Do They Use Mn/DOT Library?

Similar surveys have shown that, for most employees, a library is not the first place turned to when looking for information. This holds true for Mn/DOT Library.

cont. on next page
Where Do Respondents Most Often Learn of New Resources in Their Field?

Likewise, the library is not the most frequent source of information about new publications. Other studies have shown that especially among engineers, personal contacts are most often used for learning of useful resources, with the Internet and professional magazines also providing useful tips. However, since the library's recent acquisitions list is distributed to less than 10% of employees, that 8% of respondents listed it as their most frequent source for learning of new publications shows it is providing a useful service. Also, the fact that more than ten times as many respondents rely on the Internet to learn of new information as use indexing and abstracting services goes a long way to explaining the lack of such services serving the fields of engineering and transportation.

Do Employees Understand When They Are Using Resources Provided by Mn/DOT Library?

Responses to the question "Have you ever used the library or its services?" were just as equally divided as to the question "Have you ever visited Mn/DOT Library?" with 48% responding "yes" and 52% responding "no." However, fully 28% of those who responded "no" to this question had earlier responded that they had used one or more of the 15 services listed on the survey. The most likely explanation for this is that employees do not understand that these services are being provided by the library.

Top Five Services Used by Respondents Who Said They Had Not Used Library Services
It is understandable that employees might not realize the role the library played in providing "On the Web" links and online databases. It is more difficult figuring out this disjuncture relating to routing of periodicals and borrowing materials from other libraries.

How Frequently Do Employees Use Mn/DOT Library?

![Bar chart showing library use frequency]

A factor that shows up in many studies of library use is the Pareto Principle. This "80/20 rule" states that 20% of employees will account for 80% of use. In this case, employees using the library once or twice a month or more frequently constitute approximately 20% of all employees and account for approximately 80% of use.

When Employees Use Mn/DOT Library Do They Ask for Librarians' Help?

![Pie chart showing librarian help]

Yes, 67%

No, 33%

cont. on next page
When Employees Use Mn/DOT Library How Often Do They Get What They Need?

The graph above compares the relative success of employees who ask for help from a librarian when they are using the library versus those who don't. The results show that those who don't ask for help are quite successful at finding what they need, with 72% usually or always getting what is needed. But, these numbers rise to 91% among those who involve a librarian in their search. Also, 3% of those who don't ask for help from a librarian report they never find what is needed. Among those who seek help, this number falls to near zero.

Does Asking for Librarians' Help Effect How Often Employees Get What They Need?

The graph above compares the relative success of employees who ask for help from a librarian when they are using the library versus those who don't. The results show that those who don't ask for help are quite successful at finding what they need, with 72% usually or always getting what is needed. But, these numbers rise to 91% among those who involve a librarian in their search. Also, 3% of those who don't ask for help from a librarian report they never find what is needed. Among those who seek help, this number falls to near zero.

cont. on next page
How Do Employees Who Ask for Help Rate the Help They Receive?

As would be expected, with most employees who have asked for help being successful in finding what is needed and with a near zero failure rate, employees rated the help received very highly. Unfortunately, employees are not as impressed with the library collections, as the following graph shows.

How Do Employees Rate Mn/DOT Library's Collections?

cont. on next page
What Are The Best and Worst Features of Mn/DOT Library

The last two questions on the survey asked respondents what they considered the best feature and the worst feature of the library.

Words Most Commonly Used to Describe:

<table>
<thead>
<tr>
<th>Best Feature</th>
<th>Frequency</th>
<th>Worst Feature</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff, Staffed, Librarians, People</td>
<td>69</td>
<td>Use, Used, Using</td>
<td>17</td>
</tr>
<tr>
<td>Help(s), Helpful, Helpfulness, Helping</td>
<td>54</td>
<td>Resource(s)</td>
<td>16</td>
</tr>
<tr>
<td>Library, Libraries</td>
<td>34</td>
<td>Material(s)</td>
<td>15</td>
</tr>
<tr>
<td>Need(s), Needed, Needing</td>
<td>29</td>
<td>Necessary, Need(s), Needed</td>
<td>13</td>
</tr>
<tr>
<td>Available, Availability</td>
<td>27</td>
<td>Find, Finding</td>
<td>12</td>
</tr>
<tr>
<td>Access, Accessible Accessibility</td>
<td>26</td>
<td>Know, Knowing, Knowledge</td>
<td>12</td>
</tr>
<tr>
<td>Info, Information, Informative</td>
<td>24</td>
<td>Located, Location</td>
<td>11</td>
</tr>
<tr>
<td>Resource(s)</td>
<td>24</td>
<td>Time, Timeliness</td>
<td>11</td>
</tr>
<tr>
<td>Service(s)</td>
<td>22</td>
<td>Collection(s)</td>
<td>10</td>
</tr>
<tr>
<td>Research, Researching</td>
<td>20</td>
<td>Lack</td>
<td>9</td>
</tr>
<tr>
<td>Get, Getting, Obtain, Obtaining</td>
<td>20</td>
<td>Engineer, Engineering</td>
<td>8</td>
</tr>
</tbody>
</table>

Obviously, employees using library services appreciate the helpfulness of the library staff and the availability of and access to information resources. It is a little tougher to gather from this list, what customers consider the worst feature of Mn/DOT Library. Typical negative comments include:

Website is complicated to use especially when I don't use it very often. I couldn't figure out how to check out items over the website or if I couldn't. Too much info on some pages.
The only time I tried to use it I thought it was difficult to negotiate and a waste of time to try and find what I was looking for.
The location building parking and access to the place.
The limited scope of material available here.
The limit on how many requests they can make from the University's library for more popular periodicals.
The librarians on duty do not usually have an engineering background and can have a difficulty understanding what we are looking for.
The fact that it is not located directly in my building.
The collection is geared to helping the civil engineer.
Resources are not always most current.
Out-of-date materials
On occasion timeliness.
Not enough materials that are necessary for the preparation for the Professional Engineer's Exam.
Not enough hard copies of references that employees might need. I've been on waiting lists to get something for too long sometimes.
Not enough good material.
Not enough college type Civil Engr. textbooks
Not easy to use. Would like an introductory to where things are... how to find things....
I sometimes wonder how current the printed material for materials research are.
Limited resources in hardcopy.
Lack of professional resources in some areas. Needs to improve overall collection.
Lack of interest (or dollars?) in building collection in planning and management fields.

It is in a different building from my work location. It is accessible to me only by electronic means.

I have not been able (time constraints) to learn to use the library to find the information I need.
I had a hard time trying to find the information I needed about two years ago and I tried the website about a year ago but it was still difficult to find what I wanted.
Hard to use.
Don't know where it is located.
Does not have much in-house material pertinent to environmental field that I work with.
Distance and lack of knowledge on what is available.

RESPONDENT GROUPS

As mentioned earlier, employees in management and professional positions, due to the information intensive nature of these positions, are the group of employees that are the "target" for library services. Comparing responses from individuals in this group with those of other employees gives an indication of whether or not the library is meeting their needs.

Do "Target" Employees Use the Library More Frequently Than Others?

Responses to "Have you ever visited Mn/DOT library?"

![Bar chart showing frequency of library visits by target and others groups.]

cont. on next page
Responses to "If you have not visited the library, why not?"

That only about 3% of respondents within the target group responded they didn't know the library exists as opposed to approximately ten times that percentage in other jobs, suggests that at least a portion of the library's marketing efforts have been successful. On the other hand, that more than one in ten in the target group sees "no need to visit" the library suggests that a significant portion of that group might not have been reached by the library. Another way of looking at this is that among those employees not in the target group, nearly half who had not visited the library did not know it existed as opposed to only slightly more than one in ten among those in the target group, as shown below.

Reasons for not visiting library among those who hadn't

cont. on next page
Use of Library Services by Employee Group

For nearly all services, between two and three times the percentage of employees in the target group use the service as do employees in other jobs. Additional evidence of the impact of library marketing efforts is reflected in the percentage of each group using the automated information alert service. This service is generally not promoted in marketing efforts, but is, instead, suggested to employees on a case by case basis when appropriate. Or in other words, there is little, if any difference between employee groups for those services that are not promoted. On the other hand, a considerable difference in use exists between the groups for those services that are, with anywhere from double to triple the use by employees in the library’s target group.

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The relatively small variability in knowledge about these specific services, ranging between 39% and 50%, for those in the non-target group as opposed to the broad range, 7% to 28%, among the target group also suggests that library promotional messages are reaching the employees for whom they are intended. However, that same broad range suggests some messages have been more successful than others. This is reinforced by the responses for other services, as shown below.

Compared to the variability in knowledge of the availability of the services shown in the "Part 1" graph, there is very little variability for these services. This suggests the library needs to promote these services more effectively.
Differences in Types of Material Used by Employee Groups

Although most employees in the target group need access to handbooks, manuals, standards and specifications, even larger percentages of other employees use these materials. A larger percentage of non-target employees also need access to encyclopedias and dictionaries, as well. However, the largest differences are in the target group's need of access to research reports and magazines, the type of resources that constitute the largest portions of Mn/DOT Library collections.

Differences in Where Employee Groups Usually Find Needed Resources

Employees in both groups depend equally on their own collections, coworkers and office collections. However, target group employees are slightly more dependent on the Internet and much more dependent on libraries of all types, but especially Mn/DOT Library for meeting their resource needs than are other employees.

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Differences in Where Employees Learn of New Resources

Just as in the graph showing types of materials used, this chart reflects the larger dependence of the target group on magazines to meet their information needs.

Differences in When Employees in Each Group Turn to the Library When Seeking Information

Differences in Frequency of Use of the Library by Employee Group
Compared to the response to most other questions on the survey, there are only minor differences between the two groups in frequency of use and when they use the library when needing information.

Differences in Employee Groups in Reasons for Using the Library

The largest difference between the two groups is in the percentage of target group employees who usually use the library to ask for help with research - nearly twice as often as non-target employees.

Difference in Employee Groups in Asking for Librarian's Help When Using the Library

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Difference in How Frequently Employee Groups Locate Needed Information When Using the Library

There are considerable differences between the group when it comes to asking for help when using the library with professionals and managers asking for help nearly 50% more often than others. Also, target group members are more successful in finding needed information with 91% of them responding they always or usually got the needed information as opposed to 72% in other positions. That, of course raises the question of what influence the librarian's help plays in this increased level of success. The graph below shows the percentage in each group and frequency of success by whether or not the respondent used the assistance provided by librarians.

Only 60% of employees in the non-target group reported they usually or always located needed information if they did not ask for help from librarians as opposed to 83% of employees in the target group. Among those in the non-target group who did not ask for help, 40% responded that they never or only sometimes located needed information. Among the non-target employees who did seek help from librarians, only 12%, or 70% fewer, reported they never or only sometimes found the needed information. Of the target group employees, 47% fewer of those who asked for help than those who did not, reported finding needed information never or sometimes.

There was virtually no difference between the two groups in their rating of the help received from librarians when using the library or of the collections in their field of interest.
What Does Mn/DOT Library Accomplish?

We provide information to MN/DOT employees faster, better and cheaper than they can for themselves.

In FY01 MN/DOT Library services provided an estimated total of $8,386,500.00 in reduced costs and added value for a benefits to cost ratio of 12:1.

MN/DOT Library Reduced Costs

4,500 information resources were provided in response to specific requests for an estimated savings of $191,250. **NOTE:** Library networks were used to borrow about 500 of these resources for use by MN/DOT employees from 175 other organizations in 45 states and 3 foreign countries.

3,600 requests for information on specific topics were responded to for an estimated savings of $468,000.

Reduction in duplicate subscriptions provided by the library's centralized magazine subscription and routing service saved an estimated $180,000.

MN/DOT Library Added Value

MN/DOT employees' reading of the 4,500 requested information resources provided by the library provided an estimated value of $5,100,000.

MN/DOT employees' reading of the 40,000 information resources provided through the library's routing services provided an estimated value of $2,400,000.

Viewing and use of MN/DOT Library's web pages provided an estimated value of $47,250.

Who staffs MN/DOT Library?

One library program director considered to be a national and international leader in the area of special libraries, especially within the field of transportation.

Three reference librarians with combined experience of more than fifty years in providing information services in special libraries.

One technical services librarian considered to be among only a handful of experts in the United States in classifying and cataloging transportation information resources, especially in the area of creating metadata describing electronic information resources for inclusion in WorldCat. WorldCat is a database providing information on nearly one billion items in nearly 10,000 libraries throughout the world.

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Two library technicians with combined experience of more than fifty years in describing, identifying and acquiring information resources from anywhere in the world.

DETAILED ANALYSIS

All special libraries (libraries in corporate, government agency and other non-academic institutional settings) exist for only one reason - to provide information faster, better, and/or cheaper than customers can do so for themselves.

MN/DOT Library:

Provides information and information resources faster (more efficiently) by:

Joining (and establishing) networks of libraries that collaborate to share information about resources in each library and to expedite sharing of resources and services

Developing a well-organized collection of frequently-needed, authoritative reference sources and other publications in transportation and other subject areas of interest to the department

Attempting to ensure that copies of all important MN/DOT documents are identified, cataloged, and preserved so any document can be accessed when needed.

Provides information and information resources better (more comprehensively) by:

Developing and applying knowledge about the resources and services of a wide range of publishers and other information providers

Using library staff expertise to access the latest techniques and technologies available to identify, locate and acquire information and information resources

Applying library staff expertise regarding the wide range of formats and methods of distributing and displaying information and laws affecting the use of information and information resources (copyright and other intellectual property law) to provide customers the right information at the right time in the right format

Provides information and information resources cheaper (at a lower overall cost) by:

Developing and providing services and procedures that allow departmental units and employees to share information resources

Taking advantage of discounts available through various vendors and membership agreements in purchasing and licensing information resources

Organizing and presenting most frequently needed information resources and services on the library's Internet and Intranet pages

Borrowing needed resources from cooperating libraries in lieu of purchasing

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What Customers Have Had to Say about -

Providing information faster:

"I needed current information on the latest water quality models used to predict highway impacts. Your library had the only copies of these FHWA documents that were locally available. I would have otherwise had to order the documents from the FHWA, a process that would have taken too long." (MN/DOT Employee)

"I have always received excellent service. My most recent use of the library involved a request for old (mid 1960's through mid 1970's) copies of NCHRP, AASHO and HRB reports regarding guardrail. All of the information was sent within a week of the request. This information was vital in my efforts to assist MN/DOT and the Attorney General's office prepare a defense in a tort case involving personal injury." (MN State Employee)

"I was looking for a manual and related information that was produced by the U.S. Department of Transportation. [Library] staff was very friendly and helpful. It's hard to estimate how much time your staff saved me, but I would say one to two days of searching." (Local Business Owner)

"Recently I checked out two FHWA Technical Reports from the library. I needed to research these reports in a hurry for technical guidelines. The T2 Center in Fargo did not have these reports on hand and it would have taken several weeks and several dollars to obtain these reports from the US Government Printing Offices. The library mailed the reports immediately and I was able to do the research in a timely manner." (MN County Engineer)

Providing better information

"[The library] provided the materials in a very timely manner. Had we done this search within our own office, we may have spent more than two weeks and not identified all of the information which you provided. Our division would have experienced a "lost opportunity" of the time which we would have had to spend on the search." (MN/DOT Employee)

"I [was investigating] the use of video camera technology to analyze traffic movements and volumes at intersections and roadway segments. [The library] search revealed that some engineers in Germany had begun work in this very area. This, hopefully, will save us much time and energy by not having to "reinvent" the wheel. Your search capabilities are very impressive and appreciated." (MN/DOT Employee)

"The [library] has been tremendously helpful to me...a lot of information would be unknown or inaccessible to me without this service. I cannot think of a situation where you were not able to provide information or services that I have requested." (MN/DOT Employee)

"Re: Research on DOT Web sites, Traffic Management Centers and Ramp Meters
Thank you very much for your assistance. None of these websites ever came up in my searches." (MN/DOT Employee)

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Providing information cheaper

"Asked for a book I needed to read, which you didn't have. Obtained a copy for me from another library. Needed a report, which again you didn't carry. Found a copy for me. In both instances, all that was necessary was one phone call. Otherwise I would have had to make several calls to find the report and would have probably not found the book." (MN/DOT Employee)

"You have provided (1) Literature searches--helped me for a speech in Taiwan; (2) Publications that were not available at my agency--saving me time in ordering and enormous amounts of money (that we may not have had to spend) especially TRB, but also AASHTO, ITE and others; (3) Contacts/addresses/telephone numbers: Invaluable. Saved us lots of time. Your office/services are invaluable for those of us in transportation who don't work for a transportation agency." (MN State Employee)

"I needed new information for Sexual Harassment Training. [The library] provided me with a list of information saving me 20 to 25 hours of research. [The library] has, over the years, always met or exceeded my expectations when seeking information." (MN/DOT Employee)

"I use the library as an access point for literature that is not available in MN/DOT. Each time I receive four articles, it saves me four hours plus a trip to the University of Minnesota Library System. Each time you do a literature search you save me at least two days of library work at the University." (MN/DOT Employee)

Estimates of Annual MN/DOT Cost Savings and Cost Avoidance Attributable to MN/DOT Library Services

<table>
<thead>
<tr>
<th>Reference Services</th>
<th>Hours Saved</th>
<th>Hourly Value</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>600 In-depth reference questions handled each year</td>
<td>16 Estimate of hours of customer's time saved per question</td>
<td>$30.00 Estimate of hourly value of customer's time</td>
<td>$288,000.00</td>
</tr>
<tr>
<td>3,000 Quick reference questions handled each year</td>
<td>2 Estimate of hours of customer's time saved per question</td>
<td>$30.00 Estimate of hourly value of customer's time</td>
<td>$180,000.00</td>
</tr>
</tbody>
</table>

cont. on next page
### Document Delivery

<table>
<thead>
<tr>
<th>Items</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Articles downloaded or photocopied</td>
<td>1,500</td>
<td></td>
</tr>
<tr>
<td>Interlibrary loans</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Publications checked out from collections</td>
<td>2,000</td>
<td></td>
</tr>
</tbody>
</table>

Times 1 Estimate of hours of customer's time saved per article

Times $30.00 Estimate of hourly value of customer's time

**Savings $135,000.00**

### Routing Service

<table>
<thead>
<tr>
<th>Items</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Periodicals subscriptions</td>
<td>400</td>
<td></td>
</tr>
</tbody>
</table>

Times $150.00 Average cost per subscription through other channels if library did not exist (price+purchase order processing, payment, etc.)

Times 3 Average multiple subscriptions if sharing through routing service did not exist

**Savings $180,000.00**

**Total Savings and Avoided Costs = $839,250.00**

**NOTE:** These are measures of only the time and dollars saved in acquiring information. They do not measure the actual value of the information itself or the benefits derived from application of the information acquired.

cont. on next page
Estimate of Annual Added Value Attributable to MN/DOT Library Services

1,500 Articles downloaded or photocopied

Plus 1,000 Interlibrary loans

Plus 2,000 Publications checked out from collections

Plus 4,000 Publications from collections used in the library

Times 0.75 Percent of items that would not be read if library did not exist

Times $600.00 Average value per reading (Griffith & King, 1993)*

Value Added $5,100,000.00

40,000 Resources distributed through routing service

Times 0.1 Estimate of number of routed items that add value

Times $600.00 Average value per reading (Griffith & King, 1993)*

Value Added $2,400,000.00

27,000 Annual visitors to MN/DOT Library websites

Times 3.5 Average minutes spent viewing pages per visitor

Divided by 60 Minutes per hour

Times $30.00 Estimate of hourly value of customer's time

Value Added $47,250.00

Total Value Added = $7,547,250.00

* "Professionals report substantial savings as a result of reading; average savings are nearly $600 per reading of journals, books and internal reports. These savings, relative to the cost of acquiring and using information, yield a return-on-investment ratio of about 10.2 to 1. (Special Libraries: Increasing the Information Edge, Jose-Marie Griffiths and Donald W. King, 1993)

cont. on next page
Benefits and Return on Investment

$839,250.00  Savings and Avoided Costs
Plus  $7,547,250.00  Value Added
Divided by  $700,000.00  Library Costs (salaries, supplies, equipment, space)

Benefits to Costs Ratio  = 12.1

$839,250.00  Savings and Avoided Costs
Plus  $7,547,250.00  Value Added
Total  $8,386,500.00  Benefits
Minus  $700,000.00  Library Costs (salaries, supplies, equipment, space)

Annual ROI =
$7,686,500.00

Note: This analysis does not include additional benefits derived from the library. No value estimates can be readily calculated for many potential measures. These include the value of creating metadata describing MN/DOT publications. This metadata is added to WorldCat, which makes information created by MN/DOT more accessible to transportation practitioners around the world. Also, it is difficult to estimate the "good will" value created by the loan of information resources to at least 179 organizations in 46 states, 5 Canadian provinces and 5 other countries in FY01, alone.
How is MN/DOT Library different?

From other Minnesota state agency libraries:

The collections of MN/DOT Library are unique, with nearly two-thirds of the information resources in the library held by no other library within the state. The following table shows the Minnesota state agency libraries that participate in MnSCU/PALS and the percent of unique resources held by each.

<table>
<thead>
<tr>
<th>Library</th>
<th>Total Resources</th>
<th>Unique Resources</th>
<th>% Unique</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Center</td>
<td>3,983</td>
<td>3,136</td>
<td>78.7</td>
</tr>
<tr>
<td>Pollution Control</td>
<td>11,179</td>
<td>7,031</td>
<td>62.9</td>
</tr>
<tr>
<td>Transportation</td>
<td>14,985</td>
<td>9,369</td>
<td>62.5</td>
</tr>
<tr>
<td>Economic Security</td>
<td>6,849</td>
<td>3,695</td>
<td>53.9</td>
</tr>
<tr>
<td>Legislative Reference</td>
<td>40,884</td>
<td>21,876</td>
<td>53.5</td>
</tr>
<tr>
<td>State Law Library</td>
<td>30,599</td>
<td>15,702</td>
<td>51.3</td>
</tr>
<tr>
<td>Health</td>
<td>9,101</td>
<td>4,390</td>
<td>48.2</td>
</tr>
<tr>
<td>Natural Resource</td>
<td>14,726</td>
<td>6,802</td>
<td>46.2</td>
</tr>
<tr>
<td>Attorney General</td>
<td>2,920</td>
<td>1,178</td>
<td>40.3</td>
</tr>
<tr>
<td>Centennial</td>
<td>9,558</td>
<td>3,844</td>
<td>40.2</td>
</tr>
<tr>
<td>Human Services</td>
<td>3,205</td>
<td>1,175</td>
<td>36.7</td>
</tr>
<tr>
<td>Children, Families &amp; Learning</td>
<td>22,295</td>
<td>7,600</td>
<td>34.1</td>
</tr>
<tr>
<td>Revenue</td>
<td>5,284</td>
<td>1,737</td>
<td>32.9</td>
</tr>
<tr>
<td>Trade &amp; Econ. Development</td>
<td>7,881</td>
<td>2,253</td>
<td>28.6</td>
</tr>
<tr>
<td>Perpich Center for Arts Educ.</td>
<td>13,213</td>
<td>2,943</td>
<td>22.3</td>
</tr>
</tbody>
</table>

From other state DOT libraries:

MN/DOT Library is unique in relation to other DOT libraries in several respects, the most obvious being the number of staff in a single library - nine - and the wider range of services provided by MN/DOT Library. In part this is due to MN/DOT's strong emphasis on research and on MN/DOT Library being the only library in the state with extensive resources in transportation. For comparison:

California has the greatest number of transportation libraries including:

University of California, Berkeley, Institute of Transportation Studies, Harmer E. Davis Library
California Dept. of Transportation Transportation Library and History Center, Sacramento
California Maritime Academy Library, Vallejo
BART Technical Resources Library - Bay Area Rapid Transit, Oakland
California State Railroad Museum Library, Sacramento
Los Angeles County Metropolitan Transit Authority Library

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Texas -
Center for Transportation Research and Education, Austin
Texas Transportation Institute, College Station
Dallas-Fort Worth International Airport Research Center, Dallas
Metropolitan Transit Authority, Houston;

New York -
New York State DOT, Albany
Port Authority of NY and NJ Aviation Library, New York City
Metropolitan Transit Authority Bridges and Tunnels Technical Library, New York City

Washington -
Washington State DOT, Olympia (2);
Sound Transit, Seattle
Paccar, Inc., Bellevue
Boeing Company, Seattle (2)

Massachusetts -
MIT Aeronautics Library, Cambridge
Volpe National Transportation Systems Center, Cambridge
Massachusetts State Transportation Library, Boston
Massport Authority Legal Library, East Boston;

Illinois -
Illinois State DOT Library, Springfield
Northwestern University Transportation Center Library, Evanston

Several states have multiple "libraries" within their DOT. Examples include California, and Wisconsin that have, in addition to their main libraries, one or more district libraries. A recent visit to Missouri DOT included a tour of three separate "libraries" at three separate facilities within Jefferson City. Washington has at least two libraries, with the second facility at its materials laboratory.

A survey done by MN/DOT Library in June 2000 showed that 42 state DOTs had what the DOT referred to as a library. Of these, only 17 had at least one professional librarian on staff, and only 9 were accessible via the Internet. Of those with websites, only the catalogs of Arizona, Massachusetts, Minnesota and Washington are searchable via the Internet.
Each state DOT library is unique in its relationships with other libraries. These range from Washington, where the DOT contracts with the Washington State Library to provide onsite library services, to Minnesota, which has no state library. In Minnesota, each agency meets its own needs for library services. These services are coordinated through the Capitol Area Library Consortium (CALCO). CALCO is a non-profit corporation created by state agency librarians to enhance interagency collaboration, a structure unique to Minnesota. Each DOT library is also unique in the customer base served. Several states have libraries that serve a single office. MN/DOT Library serves the state's entire transportation community by acting as the information services component of the state's Local Transportation Assistance Program.

The most unique aspect of MN/DOT Library services in comparison to other DOT libraries is the library's use of the department's computer network to provide employee's throughout the state with desktop access to extensive information on CD-ROMs, in licensed databases, and in online, full-text periodicals.

**MN/DOT Library Staffing**

**Jerry Baldwin**, Library Program Director, 50 graduate credits in Library Science; B.A., minor in Library Science
Currently serving on TRB's Committee on Library and Information Sciences in Transportation (A5017)

**Achievements:**
MN/DOT Employee of the Year, 1983
Founder and first president, Capitol Area Library Consortium
Founder and first chairman, Committee on State Transportation Agency Libraries, Special Libraries Association (forerunner of today's Government Transportation Research Information Services Committee)
Former president, Minnesota Chapter, Special Libraries Association
Former chairman, Transportation Division, Special Libraries Association
Former chairman, Minnesota Chapter, American Society for Information Science and Technology
Many other offices and frequent presenter at, and planner of, various library conferences

**James Byerly**, Library Information Resources Services Specialist (Systems Librarian), MA, Library and Information Studies, University of Wisconsin, Madison; BS, Biology, University of Minnesota, Saint Paul

**Achievements:**
Planned, designed, and implemented system consisting of network application server and file server to deliver CD-ROM based applications and data to users via the Intranet, Internet and dial-in connections.
Redesigned library Web site and Intranet site.
Planned and implemented the installation of Novell network file server.

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Margie Grilley, Library Information Resources Services Specialist (Reference Librarian), M.A. Library & Information Studies, University of Wisconsin, Madison; BA Sociology, University of Minnesota, Minneapolis.

**Professional Activities:**
Member, Special Libraries Association (SLA)
Member, Transportation Division, SLA
Member, Minnesota Chapter, SLA
Former Chair, Solo Division, Minnesota Chapter, SLA
Secretary, Washington County Library Board

**MN/DOT Activities:**
Technology Transfer Librarian
Staff Member, Research Coordinator Committee

Shirlee Sherkow, Library Information Resources Services Specialist (Outreach Librarian) MA Library & Information Studies, University of Wisconsin, Milwaukee
Thirty years experience in providing library services and information consulting

**Professional Activities:**
Current president, Capitol Area Library Consortium

Qin Tang, Library Information Resources Services Specialist (Technical Services Librarian), M.L.S, Library and Information Science, University of Wisconsin; MA, German Literature, University of Heidelberg; B.A, German Literature, Beijing Foreign Studies University, China

**Professional Activities:**
Member, Special Libraries Association
Member, Minnesota Library Association
MN/DOT Librarians - - Trusted Information Partners

By El Tinklenberg, Commissioner of Transportation 1999-2002, Minnesota

Minnesota sits at the head of navigation on the Mississippi River and the St. Lawrence Seaway. It is home to the world's tenth busiest airport. Our Twin Cities are an important railway hub and the state has one of the nation's most extensive networks of highways. Transportation, in all modes, is a vital element in the lives and livelihood of all residents of Minnesota.

As the agency charged with developing and maintaining the state's transportation systems, the primary goals of the Minnesota Department of Transportation (MN/DOT) are to support the economic vitality of the state and to maximize the use of existing infrastructure. To achieve these goals the department's strategic directions focus on multi-modalism, program delivery, corridor connections, and information.

A great deal of our effort in the information arena is placed on providing the traveling public with real-time data. Providing information on current traffic conditions, construction delays, detours, weather and other elements, allows everyone to become our partners in maximizing the use of roads, waterways, airports and other transportation facilities. Many of MN/DOT's most visible and successful programs, especially in the area of intelligent transportation systems, provide these information services. But, in order to design, develop and operate our state's transportation systems, including these advanced information systems, MN/DOT and our many partners need access to a far wider array of information. Meeting this need is where MN/DOT Library fits into the department's strategic vision and directions.

The broad range and critical nature of programs and services provided by our department requires the skills and knowledge of a remarkably diverse group of employees. Professional and technical services of planners, engineers, economists, hydrologists, accountants, appraisers and many others are all needed to carry out our responsibilities. Add to that mix the services of librarians who anticipate and respond to the information needs of them all. MN/DOT Library provides a focal point for their work ensuring Minnesota's transportation community has access to, and the use of, information from anywhere on the globe.

The recent mergers of MN/DOT Library with our Offices of Research Administration and Strategic Initiatives align many of our services that gather, create, and synthesize information, and then help develop strategies to implement and act upon the information. Our newly created Office of Research and Strategic Services, including the library, reports to the department's Chief of Staff, reporting to me, within the Office of the Commissioner of Transportation.

For many years our library staff have been valued for their ability to locate and retrieve information. Their skills in searching databases and their knowledge of information sources have allowed the rest of our staff to efficiently investigate and respond to a wide range of issues. More recently, as the amount of available information and the number of issues demanding our attention have expanded, the department has benefited from even more areas of librarians' knowledge.

Department-wide committees dealing with document and workflow management, web site design and organization, knowledge management, and other issues benefit from librarians' education and experience in understanding customers and organizing information. Library staff
experience with information vendors and products, combined with IT staff work with computers and networks, provide desktop access to information services for all employees.

The increased role of librarians in meeting our information needs played a part in the recent decision to relocate MN/DOT Library to a highly visible location just off the main lobby in our Central Office Building. This location not only emphasizes our department's efforts to become a learning organization, but also helps meet another goal - that of becoming a trusted source of information. The new library, open to the public, provides increased space for users, including publicly accessible PCs they can use to search library catalogs, databases, and the Internet. It allows our partners, and our opponents, access to the same information and many of the services our employees use in making transportation-related decisions.

MN/DOT has long been a lead agency in the field of transportation research. The department published more than 50 reports on completed research in 1999 alone. In addition, scores of other reports, including environmental impact statements, business and strategic plans, marketing surveys, etc., are published by our various offices and units. Again, the skills of our library staff are employed to organize and describe these resources. Data and metadata created by our librarians are entered into OCLC’s WorldCat database. Providing information about our research and other activities to WorldCat users around the world enhances the value of our efforts and our reputation as a trusted source of information.

Across the country and internationally, transportation organizations are becoming increasingly aware of the strategic value of information and information services. There are an increasing number of information-related committees within the Transportation Research Board and the most recent comprehensive transportation funding bill, TEA-21, created, for the first time, a National Transportation Library. As these programs grow and develop, we believe our efforts here in Minnesota can provide a model for the networks and services that need to be created on a larger scale, and the role librarians can play in adding to their success.
Mn/DOT Library Overview: We’ve Come a Long Way

By Pamela Newsome, Minnesota Department of Transportation

The two words that leap to mind when I think about the MN/DOT Library are "growth" and "change." It all began in 1957, when our agency was the Minnesota Department of Highways, and a librarian was hired to organize and provide reading materials for employees. Now, we are a multimodal transportation department, the Minnesota Department of Transportation, and the library provides information in many formats on all transportation modes as well as on other topics that relate to MN/DOT’s work. We participate in local, national and international partnerships and consortia, and serve the entire transportation community.

When I joined the library staff in 1985, it consisted of two librarians, one clerk, one paraprofessional and a part-time student worker. We were squeezed into a tiny area with no user space, and the books were packed so tightly onto the shelves that we risked having a shelf-full tumble down whenever one was removed. We had just started cataloging on OCLC, but still filed cards in the card catalog. Now, we have six librarians, two library technicians, and two clerks. We are in a space large enough to accommodate four public computer terminals, a large reading table, and several study carrels as well as adequate shelving, a circulation desk, a technical processing area and a reference office. Our online catalog is available on the World Wide Web, our collection is bar-coded for online circulation, and a number of subscription databases are available to employees on the library Intranet.

This growth has been gradual enough that we still think of it as a long, hard struggle to get where we are today. Indeed, I imagine there were times when our library director felt a bit like Sisyphus endlessly rolling a boulder uphill. But from today’s vantage point, the progress is dramatic enough to indicate that our library is fortunate in being valued and supported by the organization and its management.

Our current spot on the MN/DOT organization chart is in the Office of Research and Strategic Services. That office was formed by the merger of the former Office of Research Administration, the Library (which was previously part of the Office of Communications) and the former Office of Strategic Initiatives. The new office reports to the Commissioner through his Chief of Staff, and our Office Director is a member of the Commissioner’s Executive Team.

Moreover, when the Executive Team developed the department’s four strategic objectives this year, one of them was Information (the others are Interregional Corridors, Multimodalism and Program Delivery.) MN/DOT wants to be a trusted source of transportation information. That gives the library a perfect opportunity to play a critical role in supporting the strategic objectives of the department. Of course, it also raises the level of what is expected of us, but we are confident that we are up to the challenge.

REFERENCE SERVICES

As our staff has grown, so have our services. We still provide traditional reference service, answering questions and doing literature searches. But we have also expanded the range of information sources that are available on employees’ desktops, and have tried to make it easier for employees to contact us in a variety of ways. Our internal email system includes "Library Information" as an address so that people can direct questions to the library via email without having to remember an individual’s name. We also have an "Ask the Librarian" box on our
Intranet and Web pages, which allows customers to fill in a question or comment, identify themselves, and click to send. The message is automatically sent to one of the librarians’ incoming email.

The Intranet page is organized into four main sections, "In the Library," "In Databases and Subscriptions," "On the Web," and "About the Library." "In the Library" includes links to our online catalog, our videotape catalog, our periodical list, our Recent Acquisitions list, and "Ask the Librarian." "In Databases and Subscriptions" is the section where we make a number of indexes and databases available directly to employees. Some of them are web-based, and some are CD-ROMs that are mounted on our network server. They include *Transport* for transportation literature; *Computer Select* for computer information; business and general magazine indexes that are available through a state consortium; *Kiplinger Special Service* for financial information; *Reference USA* business directory; and several others.

"On the Web" has links to selected web sites that we believe to be useful to the organization, in the categories of Transportation; Standards and Specifications; Statistical Information; Geographic Resources; Laws, Regulations & Statutes; Associations; and of course, Other Good Stuff for those hard-to-categorize but helpful sites. "About the Library" includes a map of our location with directions for getting here, a floor plan of the library, a staff listing, and a summary of our services and collection.

The external Internet site is arranged similarly, but omits access to the subscription databases that are only available internally. The Internet site can be viewed at [http://www.dot.state.mn.us/library/](http://www.dot.state.mn.us/library/).

Another way that we have expanded our reference services is through a value-added service called IRIS – In-depth Research and Information Synthesis. The librarian who takes on an IRIS project works for an extended period of time with an individual or group doing extensive research on a topic, and writing a synthesis paper that will be published as a Mn/DOT report. IRIS projects are well suited to topics that are new to the department or to the group studying them, or when there is a need to get a handle on a large topic and put it into an organized summary form. The first four IRIS reports to be completed were, *Community Reaction in Other States to Placing a Wireless Infrastructure in the Right-of-Way; Access Management – Documenting Practices External to Minnesota; Fuel Cells in Transportation;* and *Bicycle Commuting in Three North American Cities: Madison, Boulder, Toronto.*

OUTREACH

As we have expanded our reference services through IRIS and Intranet desktop access, we have increased our outreach and education activities, too, in an effort to make more employees aware of what the library can do for them. These efforts have included tours, lunchtime seminars, and presentations at employee meetings and at our annual Transportation Conference. Our Outreach Librarian, Shirlee Sherkow, is currently making a systematic effort to reach employees by scheduling special meeting times with sections or offices to talk with them about their information needs and our services. The department’s New Employee Orientation has just been redesigned, and will include information on, and visits to, the Library. And we are hosting an Open House for International Special Librarians Day on April 13.

DEPARTMENT-WIDE PRESENCE

Librarians have begun to have a greater presence on department-wide committees and work groups in recent years, too. We have wanted for a long time to have more librarian participation
on department groups, and our efforts are paying off. Our director, Jerry Baldwin, is a member of the Technology Transfer Coordinating Committee, the International Knowledge Transfer Group, the Web Advisory Committee, and the Knowledge Management Core Group. He also is a member of a group that oversees our formal partnership with the Center for Transportation Studies at the University of Minnesota, called the CTS/ORSS Partnership Group.

Our Systems Librarian, Jim Byerly, coordinates with the Information Resources staff in other parts of MN/DOT, and belongs to the LAN Administrators group. Our Technology Transfer Librarian, Anne Mackereth, is the library liaison to the Research Coordinators group and serves on the subcommittee that plans programs for the Research Coordinators’ quarterly meetings. In addition, Anne is part of the team that is working on Information Resource Project 143, "Workflow and Document Management Research and Standards." She is also a member of the Graphic and Editorial Standards work group, a short-term group that is putting together standards for all MN/DOT print and online documents as part of our new Communications Plan.

My own involvement in department-wide groups includes the Knowledge Management Core Group and two short-term working groups. One is a Customer Value work group that is putting together a model for evaluating programs based on their value to the customer. The other is part of the Communications Plan and is called the Information Clearinghouse work group. One task of this group is to develop guidelines for submission of all department publications and newsletters to the Library and placing links on our Intranet page to electronic newsletters in the department. MN/DOT is large and decentralized, and there are a lot of publications coming out of different offices that never get sent to the Library. Having a department-wide policy for depositing this material with the Library is one of those things that make us sigh, "At last!" I think the new Communications Plan has the potential for many positive impacts.

PARTNERSHIPS

The MN/DOT Library has benefited from partnerships with two organizations in particular: Minnesota’s Local Road Research Board (LRRB) and the University of Minnesota’s Center for Transportation Studies (CTS.) LRRB is composed of four county engineers, two city engineers, three representatives from MN/DOT and one representative from CTS. It oversees a portion of county and city state aid funds that are set aside to support research needed at the local level. The Library has always provided services to the state’s city and county engineers, and LRRB has often reciprocated with financial support for library services.

CTS was created in the late 1980’s to encourage and coordinate transportation-related research at the University of Minnesota. The center’s staff recognized that this would require library services. They also realized that the transportation materials and services needed were already available at the MN/DOT Library and that it made little sense to duplicate them at CTS. A partnership was set up, the Minnesota Transportation Libraries (MTL) program, consisting of the MN/DOT Library and the CTS Library. The CTS Library has a librarian, access to electronic resources, and a small physical collection (they use the MN/DOT Library collection heavily, and we have interoffice courier service between the two locations.) In this way, MTL can provide services to staff and customers of both organizations from either of the two facilities. LRRB also joined the collaboration by providing funding to cover the cost of equipping and staffing a computer network to provide on-line access to CD-ROM databases.

PROFESSIONAL ORGANIZATIONS

MN/DOT Library staff have a tradition of being active in the library world as well as in the transportation world. We are part of a consortium of Minnesota state government libraries and
information centers called the Capitol Area Library Consortium, or CALCO. CALCO members work together to improve library and information services in state government.

One of CALCO’s most notable achievements was getting legislative funding to automate the CALCO libraries as a group, enabling us to join the online library system (MnSCU/PALS) that includes the entire Minnesota State College and Universities system along with a number of other academic, public and special libraries. The Web version of the catalog, WebPALS, makes access to information in state government libraries widely and easily available to citizens.

For many years now, at least one of the MN/DOT librarians has served as a CALCO officer or committee chair in any given year. We have also worked on CALCO-sponsored presentations for Minnesota Library Association conferences. Anne Mackereth participates in the Minnesota Library Association as a member of their Web Team as well.

A statewide initiative called MN/LINK provided another opportunity for service to the library community. The 1997 Minnesota Legislature funded an initiative to form a statewide online library system that would include, among others, members of the two largest existing systems, MnSCU/PALS and the University of Minnesota’s LUMINA system. An RFP was put together for a new statewide system, a vendor was selected, and contract negotiations were begun. A Technical Committee was formed to articulate specific technical needs of the members of the large and varied group of MN/LINK libraries and to evaluate the vendor’s ability to meet those needs. Sheila Hatchell, then our Catalog Librarian, was a member of the Technical Committee. It turned out to be a major commitment for the better part of a year. In the end, it was determined that the selected vendor would not be able to meet our needs, and contract negotiations were canceled. MN/LINK has now issued a new RFP and formed a new Vendor Evaluation Team. The work that was done by the Technical Committee will no doubt be used again in the next round of negotiations.

The Special Libraries Association is another area where MN/DOT Librarians have been active. Library Director Jerry Baldwin has held offices in the Minnesota Chapter and in SLA Divisions. I have been on Division committees. When the SLA Annual Conference was held in Minneapolis in June 1999, it provided an opportunity for MN/DOT to host a meeting of transportation librarians. The Government Transportation Research Information Committee (GTRIC) meeting is usually a ticketed event, but was funded by MN/DOT this time. Attendees were brought by bus from the Minneapolis Convention Center to the Transportation Building in St. Paul for the meeting.

It was a good opportunity to showcase our new library facility and our management support. Our Office Director and two other office members who lead research administration and technology transfer attended the meeting and gave presentations. The near disaster of the day involved arrangements for breakfast and lunch, when the caterer suddenly and inexplicably canceled out the night before the meeting. Library "miracle workers" Barb Hogan and Sheila Hatchell scrambled to make last-minute alternate arrangements, picked up food from three different suppliers, and had everything in place for a wonderful continental breakfast and box lunch. The thirty-four other people who attended the meeting would never have known what a close call it was had we not shared the story with them.

THE FUTURE

Our emphasis for the near future is on expanding our outreach efforts and on supporting MN/DOT’s strategic objective to be a trusted source of information for better decision making. Transportation has been an unusually visible topic in this year’s legislative session, due to the
Governor’s high interest level and to the controversial nature of issues like light rail transit, highway ramp meters, and funding. Further into the future, the only thing that one can safely predict is that things will be different yet. When the first librarian was hired in 1957, the big topic was construction of the new interstate system. Many of today’s tools and topics were not even part of our vocabulary yet, and the role of the library was much more limited that it is today. Give us a few more years, and who knows how much further our role may expand? Our challenge is to take an active role in shaping that future.
Mn/DOT Library – Local Service, Global Reach

By Jerry Baldwin, Mn/DOT Library

In Mn/DOT (Minnesota Department of Transportation) Library, Olive Nerem, our interlibrary loan technician, has posted a placard outside her workspace. It depicts all the continents on the globe. On it, she has placed markers for each of the various countries she has dealt with in meeting our customers’ needs. At least one country is indicated for each continent, except Antarctica. In addition, several island nations are marked, including Iceland and New Zealand. It’s a graphic display that the words on our library’s logo, "Your local connection to global information" are more than a motto. And, even though Antarctica isn’t marked, I know of at least one satisfied customer stationed at McMurdo Bay.

Although some may consider Minnesota rather remote and isolated, our library’s reach is indeed global. We claim, regardless of the source of the needed information, ninety-five percent of the time we will get it. The other five percent of the time we’ll tell the customer why we can’t. In fact, we believe there are only two acceptable answers to any transportation-related question from our primary customers: "Here is the information you requested," or, "We aren’t able to get the information you requested, but we estimate this is what it will take to get (or create) it."

This may be somewhat of an oversimplification, but it emphasizes our commitment to customer service. That commitment provides our customers with the information they need far more often than the claimed ninety-five percent of the time. We can do so only by participating in an array of local, regional, national and international networks, consortia and partnerships. These range from a partnership with the University of Minnesota’s Center for Transportation Studies to OCLC’s WorldCat, involving 36,000 libraries around the world. Mn/DOT management’s strong commitment to information as a product ensures that we have the time, and the communications and computer support needed to be an active participant in each of them.

It has not always been so. Just twenty five years ago, the library didn’t even have its own phone line. Then operated by a library technician and a half-time clerical assistant, the library shared one phone line with two adjoining training rooms. On busy training days, it was virtually impossible for customers to call the library with a question or request. If a customer succeeded in getting through and needed something the library didn’t own, unless the customer was willing to do it on their own, they would have to wait until the technician could get the item from the University of Minnesota on one of his weekly, cross-town trips.

Things began to change in the mid-seventies when the library was invited to participate in something called the "Minnesota Union List of Serials" (MULS). The union list was a pioneering effort by an organization dubbed "MINITEX," an experimental program aimed at demonstrating the use of the latest technologies to improve interlibrary information exchange in the state. As an inducement to participate, MINITEX offered daily courier service to the university libraries. At the time, our management worried about committing staff time to making sure our information in the union list was kept current, but library staff prevailed in convincing them it was a good idea. Our serials holdings were added to the union list and our customers soon learned the value of quick turn-around times on information requests. Both our library and MINITEX have subsequently flourished.

A quick look at our library’s web site (www.dot.state.mn.us/library/libnetworks.html) shows we’re still a part of MULS as well as a number of other networks, consortia and partnerships.
This doesn’t mean, however, that once we got past that first one, the rest were easy. Management and, on occasion, other partners have had to be sold on the value of participating in virtually every one of them. A little background on some of the more important efforts, arranged by geographic reach, follows.

**University of Minnesota-Mn/DOT Partnership**

A little over a decade ago, the Center for Transportation Studies (CTS) was founded at the University of Minnesota. Early in its development, a partnership agreement was established between the Center and Mn/DOT. The primary goal of the partnership was to coordinate the development of research projects and the use of research funds administered by the two organizations. CTS staff and management understood that development and support of a strong transportation research program at the university required library resources and services.

In addition, shortly after it was created, CTS was named as the Minnesota affiliate in the U. S. Federal Highway Administration’s (FHWA) Local Transportation Assistance Program (LTAP). Each LTAP affiliate is required to provide information clearinghouse services to municipal and county officials. Again, CTS staff and management understood that library services were needed to meet this mandate, but they did not want to compete with, or replicate, resources and services already available from Mn/DOT Library. Participants in the university-Mn/DOT partnership suggested adding the coordination of the two agencies’ library services to the partnership agreement.

At first, Mn/DOT management was reluctant to officially commit resources to serving the information needs of transportation officials in local government and other transportation organizations. The department’s chief executive, at a meeting of Mn/DOT’s top management team, even suggested that Mn/DOT donate its library resources to CTS and get out of the library business altogether. In response, the deputy commissioner and chief engineer, a frequent user of the library, commented on its role in his decision-making efforts and the benefits the library had provided, especially early in his career. A number of other managers then chimed in with similar comments, including one notoriously tight-fisted fiscal manager. An infrequent library user, she referred to a decision to close the library in another state agency, earlier in her career, as one of the bigger mistakes she had made.

So cautioned, Mn/DOT management agreed to enter into partnership with CTS in providing library services. Subsequent discussions led to the merger of Mn/DOT Library with the department’s Office of Research Administration. It was a natural fit since the office was also responsible for Mn/DOT’s technology transfer programs, also a part of the university-Mn/DOT partnership.

As a result of the partnership, Mn/DOT library staff drafted the early plans for CTS Library. The library programs of the two agencies are now so closely coordinated that, by design, they are seen as two nodes of a single service serving the state’s entire transportation community. Staff of each library participates in interviewing and selection of staff for the other. The two libraries participate in the same state-wide online catalog, and the two collections can be searched either separately or jointly. Both Mn/DOT’s library director and the CTS librarian are now part of the partnership’s coordinating committee.

**Capitol Area Library Consortium**

Minnesota is somewhat unusual in that it does not have a state library. Consequently, each state agency either develops its own library services or not, as its management sees fit. The result is a
patchwork of libraries scattered among the agencies - some well supported and staffed; others
not. The major benefit of this system is that each agency gets the library services it deems
necessary; the major drawback, that some of the smaller agencies and smaller libraries find it
difficult to acquire the support and services needed to be efficient and to meet customer needs.

The consortium grew out of an ad hoc group of state agency librarians. The group had been
meeting from time to time to tour each other’s facilities and share tips and techniques. The need
for something more became evident with the advent of online databases and catalogs in the
seventies. Many of the agency librarians wanted access, but none had the clout to arrange for the
needed contracts and computer support in their home agency.

The only other route was to lobby the state’s Department of Administration and Legislature to
encourage development of some sort of funding and contracting agreement that would cover all
agencies, something that hadn’t been done before. Early efforts ran into problems.
Administrative officials and legislators saw only individual librarians purporting to speak for all
the agencies. They weren’t convinced.

Several state agency librarians, including Mn/DOT’s, believed the only solution was to form a
formal group. Others feared the political implications and the possible fallout from librarians
rising up on their own, working together, and speaking out on issues without the approval of
their own agency's management. Fortunately, the former prevailed. A dues-supported, not-for-
profit organization, the Capitol Area Library Consortium (CALCO), was soon incorporated and
registered with the Secretary of State’s Office. Armed with our new status as a 501(c)3
corporation, bylaws, letterhead, logo, and checking account, eleven state agency libraries,
speaking as one, could go toe-to-toe with anyone. We eventually got the Department of
Administration to develop those statewide contracts for access to online databases.

CALCO has since grown to include twenty-three state agency libraries. It was, and is, a unique
organization. It represents the interests of libraries in all three branches of state government;
executive, judicial and legislative, as well as at least one quasi-governmental organization – the
Minnesota Historical Society. The group meets regularly to work on promoting state agency
library services, cooperating in developing collections, interlibrary loan and cataloging
procedures, professional development and other projects and topics.

Mn/DOT’s participation in CALCO provides many benefits. Close cooperation with other state
agency libraries allows us to develop a more specialized transportation collection. Sixty percent
of the materials listed in our online catalog are held by no other library in the state. In turn, we
can rely on the specialized collections and expertise of librarians in agencies responsible for
pollution control, natural resources, law, revenue, and economic development, among others.
Through CALCO, we participate in grant programs aimed at reducing cataloging arrearages.
CALCO has also coordinated state agency library participation in a project to provide metadata
tagging of all state agency web pages relating to the environment. The project provided a great
deal of visibility for state agency librarians and enhanced our image as a technologically literate
and capable group.

Metronet

The Minneapolis-Saint Paul Metropolitan Area, with its array of Fortune 500 companies and
public and private universities is unusually rich in libraries of all types. Metronet is a publicly
funded, multi-type, multi-county library cooperative. It is charged with coordinating the
activities and programs of the nearly 700 public, private, academic, school and special libraries
in the twin cities. Although Metronet has few formal programs or requirements for participation,
Mn/DOT library staff have been active in the program from its inception. The networking and contacts with librarians in all area libraries provides a wellspring of ideas for our own programs as well as a forum to promote our programs to other librarians who can use our services to meet their customers’ needs for transportation-related information.

MINITEX

As I mentioned earlier, MINITEX began as an experimental program. It has endured and become the region’s OCLC affiliate. Funded by Minnesota's Higher Education Coordinating Board and administered by the University of Minnesota, MINITEX provides a wealth of services to all types of libraries in Minnesota, North Dakota and South Dakota. MINITEX's daily courier service between Mn/DOT Library and the other 200 participating libraries in the region provides the backbone for our interlibrary loan services. It ensures quick turnaround on approximately 2,000 Mn/DOT ILL transactions each year.

At an earlier stage of Mn/DOT Library's development, MINITEX's formal criteria for participation helped our library staff, in discussions with our managers, promote adequate staffing, funding and other support. Today, our participation provides access to a wide range of professional development opportunities and assistance with technical processing issues. Both CTS and Mn/DOT Library contract with MINITEX to provide cataloging services to reduce arrearages.

GTRIC

A subunit of SLA's Transportation Division, the Government Transportation Research Information Committee (GTRIC) was originally formed to represent the interests of U.S. state, and Canadian provincial libraries within the division. It has since become a very active group, with its members collaborating with a number of other organizations working to improve transportation information services. Supported by Mn/DOT management, our library staff are encouraged to take an active role in GTRIC.

As a result of our involvement in GTRIC, Mn/DOT Library staff have had a voice in the development of a number of programs. One of these is project of the National Cooperative Highway Research Program, investigating means to improved access to non-English language transportation information. Jeanne Thomas, Michigan Department of Transportation Librarian, and I developed the original proposal for the project and currently serve, along with a number of other Transportation Division members, on the project’s oversight committee. I am also co-chairing, along with Daniel Krummes, director of UC Berkeley’s transportation library, a group collaborating with FHWA’s Office of International Programs on an international gathering of transportation librarians scheduled for July, 2001 in Florida.

International Exchanges

For a number of years, Mn/DOT has participated in formal, international exchange agreements. They originally grew from an interest Mn/DOT's maintenance staff had in comparing their practices with those in the Scandinavian countries, which enjoy a climate similar to Minnesota's. As part of this program, Mn/DOT has exchanged employees with road authorities in Finland, Sweden, Estonia and Latvia, among others.

Early participants in the program established a connection between our library and the library at the Finnish National Road Administration (FinnRA). Sirpa Haapamaki, FinnRA Librarian, makes sure that our library receives copies of each of their English language reports, which we
catalog and add to our collection. Their Finnish language reports, if needed, are available through the University of California, Berkeley. We, in turn, send copies of Mn/DOT's research reports for inclusion in the FinnRA library.

We have a similar document exchange understanding with Australia's ARRB Transport Research. Our librarians help each other out informally as well, providing articles, conference papers, or reference assistance, as needed. Although we don't have a document exchange program with the Swedish National Road Administration (SNRA), the libraries of SNRA and Mn/DOT are part of the formal exchange program involving the two agencies, providing a contact point for the exchange of information and reference assistance.

**OCLC**

Convincing an engineering-oriented organization to invest heavily in cataloging library resources has never been an easy chore. The need to continuously expend funds and staff time in describing new resources and preserving old ones doesn't fit well with the project-oriented thinking of a department of transportation. As one engineer put it to me early in my career, "Library work is never done – that's why it's women's work!"

Although Mn/DOT Library has been a member of OCLC since the mid-eighties, we have never been able to provide the quantity of cataloging we would like. Management has long understood the value of quality reference services but, until recently, even minimal support for cataloging has been hard to come by. With our new home in the Office of Research and Strategic Services (ORSS), we believe this is beginning to change. For years, we had been trying to convince management that we needed improved cataloging to keep track of our own resources. Last summer, Sheila Hatchell, our catalog librarian, discovered a better argument.

There is increasing pressure on research organizations to demonstrate that their research is not an end in itself. They need to show that research findings are eventually applied in the field. Technology transfer and research implementation efforts are becoming more important. Sheila discovered that our ORSS colleagues working in these areas see a different benefit in cataloging. They are attracted to the idea that the metadata library staff create in cataloging each research report into OCLC becomes immediately available to researchers around the world. For them, the ability of others to learn about our research is more important than our ability to identify the resources we have in our own library.

Of course, from the perspective of library staff, the real benefit of participating in OCLC and these many other programs is the global reach it provides us in identifying and acquiring resources needed by our customers. This, and our emphasis on customer service, allow us to make our motto not empty words, but reality.
Interview with Jerry Baldwin

Qin Tang
Mn/DOT Technical Services Librarian

Jerry Baldwin, Mn/DOT Library Director, will be retiring in 2007. In his 30-plus year career as a transportation information professional, Jerry has made remarkable contributions to Mn/DOT and transportation librarian community through his expert knowledge, dedication and commitment to the profession.

In this interview, we will have a chance to know more about him and his accomplishments as he looks back and reflects on his career and his life.

As someone who has directed the Mn/DOT Library for 35 years, what are the most memorable events for you during this time?

When I began working in the General Library of the Minnesota Department of Highways in 1972, the library was in the wrong place, physically and organizationally. Over those 35 years, the library has changed location within the building three times. Organizationally, it's moved twice that number. Each of those moves presented unique problems and opportunities and each has provided unique memories. But, of all those changes, the most important was when, in cooperation with the University of Minnesota's Center for Transportation Studies and the Local Road Research Board, we created the Minnesota Transportation Libraries program.

That program established the library as part of the Local Transportation Assistance Program, providing services not just to Mn/DOT employees, but to transportation officials and practitioners throughout the state, with a focus on city and county engineering departments. The program was recognized by the National Transportation Library (NTL) as a model that needed to be replicated throughout the country. Towards that end, NTL funded the development of the Midwest Transportation Knowledge Network (MTKN), bringing together the services of government, academic and corporate transportation libraries in the Midwest. To date, the most important contribution of MTKN has been the development of TL Cat, a joint catalog of the holdings of 35 transportation libraries in the U.S.

A follow-up question, what are your proudest accomplishments during this time?

I’m most proud of having hired a number of exceptional people, librarians and others, almost all of whom have gone on to bigger and better jobs both within Mn/DOT and in other organizations.

As a very active member of the transportation librarian community, what are the greatest contributions you have made to the profession?

About six years ago, Bob Benke, Dave Johnson and I worked together to produce a white paper, “Access to U.S. Transportation Information Resources.” That paper eventually led to studies that resulted in Transportation Research Board’s Special Report 284, “Transportation Information Management: A Strategy for the Future,” released at last year’s TRB Annual Meeting. The report makes recommendations regarding the development of transportation libraries that I have been working toward throughout my career.

In your opinion, how has the role of library changed in the last 30 years as the result of new technology?

The role of the library, at least what is now known as Mn/DOT Library, hasn’t changed at all. We still do what we have always done – help our customers describe and identify the information they need in their job and then get that information to them. What has changed are the tools we use and the speed those tools provide.
35 years ago, accessing information was often a slow, laborious process. It involved hours of scanning print indexes and weekly trips to the University of Minnesota to borrow items from their collections. The fastest service we could provide for anything not in our own library was usually a week or two. If an item wasn’t available from the university, it would often be a month or more.

Today, we have electronic access to hundreds of searchable databases and thousands of online magazines and other full-text resources. With these, plus fax and e-mail, our customers often receive needed information on the same day they request it - sometimes, if required, within minutes.

What’s your response to the common perception: “Everything is on the Internet, why do we still need a library?”

It’s obviously true that many things are on the Internet, but libraries like Mn/DOT Library are not about things. They are about services. Every year, in response to requests or questions from our customers, Mn/DOT Library provides about 3,000 “things.” About 1,000 of these things come from our collections. Another 1,000 items are either loans or photocopies of resources from other libraries. The remaining 1,000 are the URLs of websites that provide the publication or information requested by the customer.

In other words, of the “things” needed by our customers, those not available on the Internet outnumber those that are by a two to one margin. And, even when the needed item is on the Internet, the customer couldn’t find it on their own. As Craig Silverstein, Google’s director of technology said on CBS Sunday Morning, “My guess is about 300 years until computers are as good as, say, your local reference librarian in doing search.” Another commentator said, “librarians… can uncover sources so obscure as to be practically nonexistent.”

One of my favorite stories is about a Mn/DOT employee who walked into the library when I was on the reference desk and said, “I’ve been noodling around on the Internet for nearly two hours and can’t find what I’m looking for – something that will give me the energy content of gasoline versus ethanol.” I said, “Let’s see what we can do.” I brought up Google and the first item listed on my first search was a table from the U.S. Department of Energy providing the BTU content of more than ten fuels including gasoline and ethanol. It really doesn’t matter if something’s on the Internet or not, if you can’t find what you need when you need it. And, as more things become available on the Internet, it becomes ever harder to find any specific item you’re looking for unless you really know what you’re doing. Mn/DOT librarians do what Google and Yahoo can’t.

Were there any disappointments in your career?

An early disappointment was in relation to TRISNET. This was an effort in the late seventies to develop an electronic network for transportation libraries. In 1980, USDOT had dedicated funds to put terminals in 10 state DOT libraries that would allow them to share catalog information with each other. In 1981, there was a change of administration, and the funds were withdrawn. It took us 23 years longer, but we eventually developed that network with the introduction of TL Cat in 2004. Another disappointment was the recent cutbacks in staffing that has resulted in decreased services for our customers.

If you had the authority, what changes or improvements would you like to make for Mn/DOT Library and the transportation library community in general?

There just aren’t enough transportation libraries and the few that exist are underfunded and understaffed. For those transportation agencies that don’t have librarians on staff, even if they have something called a “library,” it can be nearly impossible to reliably identify or access their publications. For those that do, an e-mail or phone call to their librarian will usually turn up almost any needed information in a relatively short time. In the entire U.S., there are fewer than 150 transportation librarians. For comparison, there are more than 4,000 medical librarians and more than 4,000 law librarians. In the field of agriculture, just one library, the National Agricultural Library has nearly twice the number of resources as contained in all 35 transportation libraries participating in TL Cat.
People usually associate libraries with a stress-free environment. What kind of stress do you experience on the job and how do you usually cope with stress and frustration?

Actually, librarianship has a number of stresses. Perhaps the greatest stress is the constant need to justify the need of our services to those least inclined to use them. Practitioners and researchers have the greatest need for information services but library funding usually comes from administrative overhead, controlled by administrative managers who really almost exclusively on internal policies and directives to do their jobs and have far less need for externally produced information. Relatively low pay and low organizational status are additional stressors. However, studies have shown that the greatest stress and burnout in libraries is experienced by reference librarians who, like other professionals, take on others’ problems as their own.

The way I deal with stress is to hop in my car and drive somewhere cross-country listening to my music. I’ve driven to 49 of the 50 states. I’m still waiting for that bridge to Hawaii.

Librarianship is a female dominated field. Why did you decide to enter this field?

Two reasons. First, while I was working my way through college in a library job, I found early-on that I was good at it. I also learned that the field was filled with any number of intelligent, interesting women.

Tell us a little bit about your growing up and family?

I’m a life-long Minnesotan. I grew up in a family of five siblings on a former truck farm just outside Saint Paul in what is now Maplewood. Across the road from our house, right where I-35E now runs between Roselawn and TH36, was a dairy farm. Ity provided a great playground for us kids, with scary woods, ponds in the summer, and sledding hills and ice rinks in the winter. Pretty idyllic until that freeway came through.

How would you describe your personality?

I think I’m pretty laid back. I try to find humor, much to the irritation of some, in almost everything. But, when I’m trying to accomplish something and things get in my way, I can be a real pain to be around.

What do you think is your strength?

Persistence. If at first I don’t succeed, I’ll come back at the problem from a different angle.

What do you think are your weakest areas?

I’m usually more interested in what I’m trying to accomplish than the people around me. I forget to tell them how much I appreciate their hard work.

What are your hobbies?

Photography and wine. I don’t collect wine, but whenever I’m on those cross-country, I’m on the lookout for wineries. I’ve taken to keeping track of them by photographing everyone I stop at. Organizing those pictures is one of my retirement tasks.

Librarians like to read. What do you like to read/what do you read lately?

Actually, I don’t do a lot of pleasure-reading. Most of reading is work-related.

What things give you the greatest satisfaction?

Anything well done. At work that’s answering a tough reference question. Otherwise, it’s a really good photograph, finding a wine I like or some obscure, interesting place on my trips. I’m a Charles Kurault wannabe.
What would you like people to know and remember about you?

Since I’m an introvert, I don’t really give much thought to that sort of thing. I guess, if anything, it would be that I did what I could to improve the role of librarians in the transportation community.

What do you plan to do in your retirement?

Not come to work. With any luck, that will give me more time with my family. Perhaps my brothers and I will be able to get in more than the one round of golf we’ve averaged each summer over the last decade or so. I have two brothers who also live in Minnesota and we’re already planning a trip to visit our oldest brother who lives in Anchorage. We’re also talking about a trip to Ireland but, we’ve been talking about that since we were all in college. Other than that, more travel, more wineries, more photography.

Thank you Jerry for taking the time and letting others know more about you. We all wish you happy retirement and good luck for whatever you will do. We certainly will miss you and your expert knowledge on transportation topics.
What's The Future Of The Mn/DOT Library?
Jim Byerly

Does the Mn/DOT Library have a future? You bet. At least I think so. As long as people need information to do their work the library will have a bright future.

What will the Mn/DOT Library of the future look like? I suspect it will look a lot like it has in the past. Print books, reports and magazines will continue to be the most reliable sources of information. However, they won’t be the only kind of information available in the library. As more and more information is published in electronic formats, digital resources will make up an increasing percentage of our collection.

These digital formats will include things we know today like CDs, DVDs and Web resources as well as yet to be invented formats. Perhaps solid state flash cards will become cheap enough to be used as permanent storage devices. We will continue to maintain the physical print material collection in addition to the new digital formats.

Why do we need to do this? As I mentioned, print materials are typically the most reliable form of information available today. Since neither we, nor publishers, have the resources to digitize our current stores of books and magazines we will maintain these collections so that we can serve our customers in the future.

The library of the future, like the library of today, will have knowledgeable, highly trained librarians that are skilled in finding our customers the information they need when they need it in a variety of formats both print and electronic. Just as the library of today is focused on providing our customers with the highest quality information regardless of location or format the library of the future will make use of whatever resources are available to meet the information needs of customers.

What kind of new technologies will the library use to serve our customers? If the past is any indication, the library will use every new technology we can to better serve our customers. The library has adopted every new technology that made our service better, faster or cheaper.

Here are a few highlights. The library began doing online computer searches in 1974. That’s 20 years before the World Wide Web. The library was one of the first offices to acquire a PC in 1984 which we used for online searching and databases we built. The library was an early adopter of email before it was called email. The library was one of the first offices to have access to the Internet and the resources available in 1994. The library was also one of the first offices at Mn/DOT to have a Website designed to provide what was once referred to as e-services to our customers in 1995.

What other technologies will the library use to serve our customers? The library will use any and all new technologies, supported by our IT dept., that enable us to serve our customers better, faster, and cheaper.

I suspect that new communication technologies will be adopted as they become available. We’ll continue to use phone and email in addition to the new technologies. So, rather than new technologies replacing or supplanting the way we communicate with customers and suppliers they will supplement and provide new avenues for communication.

The library of the future will be much like the library today. We will continue to provide the highest quality information possible in whatever format available in a timely and cost-effective manner; your local connection to global information.