

DRAFT PRELIMINARY PLANNING DOCUMENT ONLY – SUBJECT TO
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Draft 2: Montana Statewide Courier Pilot: FY2010 to FY2012

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Justification for a courier pilot

Montana's library patrons now utilize the Internet to search library catalogs across the state, the region and the world. Many Montana libraries are further enhancing the patron experience by making their collections available to users across the state by a simple "get it" option in their library catalogs. As a result, the movement of interlibrary library loan items between libraries has increased significantly in the last decade. The most recent figures collected show that in 2007, over 110,000 interlibrary loan items moved between Montana libraries, compared to 36,000 in 1990. Though there have been some regional arrangements with local services, including the Trailways bus system, volunteers and even beer and bread trucks, most delivery is accomplished through the mail. The time for a statewide library courier/delivery service pilot has arrived if Montana libraries are to continue to offer users the benefits of a growing statewide resource sharing system.

The cost per item of moving materials via a statewide courier service could be considerably less than the per item cost via the U.S. mail service. Similar surrounding states that have moved to a courier system have seen per item cost drop to between .25 to .60/item (Colorado, Oregon, Washington, Idaho). Current cost in Montana to mail a single book to a borrowing library in Montana via mail is between \$2.00-\$3.00.

Outcomes of a statewide courier pilot:

A courier pilot would aid in accomplishing larger goals beyond simply providing a more efficient and affordable method for moving library materials around the state. A "Statewide Library Access Program" wherein a Montanan with a library card from any Montana library could find, request and get material at any Montana library, via online library catalogs, traditional interlibrary loan or walk-in services and return those items at any Montana library, will be significantly more successful if a statewide courier service is in place. Primary considerations for a true Statewide Library Access Program, as identified by the Montana State Library Fulfillment Task Force, include:

- Thinking about the user

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- Making it convenient for the user
- Saving the user time
- Making the library processes as transparent as possible
- Allowing the user to concentrate on what he/she needs, not the process of getting or returning the material
- Encouraging use and sharing
- Encouraging floating collections
- Using technology to enhance access, not restrict it
- Using existing solutions when feasible
- Striving for cost efficiency, not service reductions, to eliminate costs

Specific Courier pilot outcomes include:

- A courier system consisting of Dropsites offering 5 and 2 day/week services covers the delivery of physical library material around the state. Commercial courier services comprise the majority of deliveries with a smaller percentage covered by mail.
- Staff workload is offset by increased use of automation locally (direct place holds, shared lending policies and user access, central courier website with tracking, labeling and shipping tools) and courier assistance (sorting, bagging, mailing) at each Dropsite
- Patrons and library staff easily identify the service and their library's participation in it as a statewide, cohesive project (central website for tracking materials, project bags and mailing materials, labels, Dropsite coordinators, training).
- Wherever possible, patrons receive the same lending policies, including thresholds for overdues, fines, checkouts and holds. Wherever possible, patrons request materials via a direct place hold function. Patrons can checkout and return material at any Montana library. Floating collections grow around the state.
- Patron ability to search across disparate local systems, federated search and central authentication services are realized as part of the pilot. This includes use of services such as WorldCat Local.
- Participation in a voluntary Statewide Library Access program increases as a direct result of the pilot.

Definition of a courier service:

A library courier service as defined by the Montana State Library Fulfillment Taskforce is “a dependable, reliable and predictable delivery service that, with a desired level of frequency and security, physically moves library materials from one library to another or from a library to a library patron.”

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A statewide courier pilot in Montana would by necessity include some amount of movement of materials by mail. A pilot would include all public libraries in Montana over the 2011 biennium.

Estimated Costs

The Montana pilot intends to establish 12 Dropsites that would offer their Participating Libraries either 5 day or 2 day per week service, through commercial carriers, private networks or mail.

All Dropsites would sort materials for delivery to the Participating Libraries in their Node. Four of the twelve Dropsites would be considered major sorting centers: Missoula, Butte, Great Falls and Miles City. Two of the four would each employ a .5 FTE Dropsite Coordinator, with funds from the pilot: Missoula Public Library and Great Falls Public Library. This is based on size of routes and node activity.

The Dropsite Coordinators would work with the Statewide Projects Librarian at the Montana State Library to implement and manage the statewide pilot over the 2011 biennium.

Additional costs include:

- Courier Bags to be used by all Participating Libraries and Dropsites
- Central Courier Website development
- Initial Training for Dropsites and Participating Libraries

A total cost estimate is reflected here. The proposed amounts listed for each Dropsite location would be used by the Dropsite to assist the libraries they serve in the costs of moving materials to and from the Dropsite.

Node	Dropsite Location	Estimated Yearly Cost for Carrier (includes Mail)
Node 1	Missoula	\$ 45,000.00
Node 2	Butte	\$ 10,000.00
Node 3	Great Falls	\$ 20,000.00
Node 4	Bozeman	\$ 30,000.00
Node 5	Billings	\$ 10,000.00
Node 6	Miles City	\$ 8,000.00
Node 7	Whitehall	\$ 8,000.00
Node 8	Sidney	\$ 8,000.00
Node 9	Havre	\$ 8,000.00
Node 10	Lewistown	\$ 8,000.00
Sub Total		\$ 155,000.00
2 .5FTE		\$ 40,000.00

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Courier Bags	\$	3,000.00
Website/Training	\$	2,000.00
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TOTAL	\$	200,000.00

Pilot Implementation in Montana

The pilot would establish regional library Dropsites that would manage pickup and delivery through various types of courier services that meets the statewide definition. For the purposes of this pilot, “Commercial Carrier” refers to a regulated delivery service business across a wide geographical corridor. “Private Network” refers to an unregulated business or single individual delivering various commodities in a limited geographical area. “Mail” refers to the U.S. Mail service.

Participating pilot libraries would utilize their regional Dropsite for movement of their requested materials. Dropsites may provide or accept more than one type of delivery method. For instance, a Dropsite may offer both a commercial delivery service option for some participants and only mail services to others. Frequency of service would be either 5 day per week or 2 day per week.

Staff or a single individual at each Dropsite would be the point of contact for that Dropsite’s Participating Libraries. All Dropsites would work closely with the Montana State Library to manage their section of the courier pilot, as part of the statewide pilot implementation.

Proposed Dropsites and Participating Libraries

Couriers will be obligated to arrive within a 1 hour window on the days assigned to the Participating Library by their Dropsite (for example, a delivery regularly scheduled for 2 PM on Tuesdays and Thursdays must arrive between 1 and 3 PM). An official statewide schedule will be available on a central Montana courier website. If a courier is coming at a time other than that shown on the schedule, the Dropsite must alert their Participating Libraries by phone or email.

If a Participating Library is closed on a regular working day (Monday-Friday, not a holiday), and they are scheduled for regular delivery that day, the Participating Library must notify their Dropsite by phone or email. The Dropsite will notify the courier of the closure for that day.

If a Dropsite is closed on a regular working day (Monday-Friday, not a holiday), and they are scheduled for regular delivery that day, the Dropsite Library must notify their incoming and outgoing courier(s) by phone and their Participating Libraries by phone or email.

Couriers must provide an official list of their own holidays to each Dropsite.

Courier delivery affected by seasonal fluctuations (winter storms or other seasonal issues) would be resolved either by switching to temporary mail delivery of the items, re-routing

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to another drop site that could provide an alternative delivery, or automatically identifying an alternative supplying library through local catalogs and circulation systems. Patrons would be sent updates during any delivery delay.

The chart below shows a proposed statewide courier structure. It includes proposed Dropsites and their locations, with their proposed libraries served and their locations. Nodes indicate groups and are primarily for cost planning purposes. The chart includes the type of service offered to each library served by the Dropsite and possible service schedules. Items in red indicate Dropsite to Dropsite traffic. “Commercial Carrier” refers to a regulated delivery service business across a wide geographical corridor. “Private Network” refers to an unregulated business or single individual delivering various commodities in a limited geographical area. “Mail” refers to the U.S. Mail service.

Node	Dropsite	Dropsite Location	Served	Library Served Location	Type of Courier Service b/w Dropsite and Library	# Days
Node 1	Flathead County Library	Kalispell	Lincoln County	Libby	Private Network	5
Node 1	Missoula Public Library	Missoula	Flathead County	Kalispell	Commercial Carrier	5
Node 2	Missoula Public Library	Missoula	Butte Public	Butte	Commercial Carrier	5
Node 4	Missoula Public Library	Missoula	Bozeman Public	Bozeman	Commercial Carrier	5
Node 5	Missoula Public Library	Missoula	Parmly Billings Public	Billings	Commercial Carrier	5
Node 6	Missoula Public Library	Missoula	Miles City Public	Miles City	Commercial Carrier	5
Node 1	Missoula Public Library	Missoula	Polson City	Polson	Commercial Carrier	5
Node 1	Missoula Public Library	Missoula	Ronan City	Ronan	Commercial Carrier	5
Node 1	Missoula Public Library	Missoula	Bitterroot Public	Hamilton	Private Network	5
Node 1	Missoula Public Library	Missoula	North Valley Public	Stevensville	Private Network	5
Node 1	Missoula Public Library	Missoula	Mineral County	Alberton	Private Network	5
Node 1	Missoula Public Library	Missoula	Darby Community	Darby	Private Network	5
Node 1	Missoula Public Library	Missoula	Hearst Free Drummond School-Community	Anaconda	Private Network	5
Node 1	Missoula Public Library	Missoula	Community	Drummond	Commercial Carrier	5
Node 1	Missoula Public Library	Missoula	Philipsburg Public	Philipsburg	Private Network	5
Node 1	Missoula Public Library	Missoula	Wm. K. Kohrs Memorial	Deer Lodge	Private Network	5
Node 1	Missoula Public Library	Missoula	Thompson Falls Public	Thompson Falls	Private Network	5
Node 1	Missoula Public Library	Missoula	Plains Public District	Plains	Private Network	5
Node 1	Missoula Public Library	Missoula	Preston Town County	Hot Springs	Private Network	2
Node 7	Butte Public Library	Butte	Whitehall Community	Whitehall	Commercial Carrier	5
Node 1	Butte Public Library	Butte	Missoula Public	Missoula	Commercial Carrier	5
Node 4	Butte Public Library	Butte	Bozeman Public	Bozeman	Commercial Carrier	5

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Node 5	Butte Public Library	Butte	Parmly Billings Public	Billings	Commercial Carrier	5
Node 6	Butte Public Library	Butte	Miles City Public	Miles City	Commercial Carrier	5
Node 3	Butte Public Library	Butte	Great Falls Public	Great Falls	Commercial Carrier	5
Node 2	Butte Public Library	Butte	Lewis and Clark Public Broadwater School	Helena	Commercial Carrier	5
Node 2	Butte Public Library	Butte	Community	Townsend	Mail	2
Node 2	Butte Public Library	Butte	Meagher City County	White Sulphur	Mail	2
Node 2	Great Falls Public Library	Great Falls	Butte Public	Butte	Commercial Carrier	5
Node 10	Great Falls Public Library	Great Falls	Lewistown Public	Lewistown	Private Network	2
Node 9	Great Falls Public Library	Great Falls	Havre-Hill County	Havre	Private Network	2
Node 8	Great Falls Public Library	Great Falls	Sidney Richland Public	Sidney	Private Network	2
Node 3	Great Falls Public Library	Great Falls	Conrad Public	Conrad	Commercial Carrier	2
Node 3	Great Falls Public Library	Great Falls	Dutton Public	Dutton	Commercial Carrier	2
Node 3	Great Falls Public Library	Great Falls	Fairfield Public	Fairfield	Mail	2
Node 3	Great Falls Public Library	Great Falls	Belt Public	Belt	Mail	2
Node 3	Great Falls Public Library	Great Falls	Choteau Teton Public	Choteau	Mail	2
Node 3	Great Falls Public Library	Great Falls	Choteau County	Fort Benton	Mail	2
Node 3	Great Falls Public Library	Great Falls	Valier Public	Valier	Mail	2
Node 3	Great Falls Public Library	Great Falls	Wedsworth Memorial	Cascade	Commercial Carrier	2
Node 2	Bozeman Public Library	Bozeman	Butte Public	Butte	Commercial Carrier	5
Node 1	Bozeman Public Library	Bozeman	Missoula Public	Missoula	Commercial Carrier	5
Node 5	Bozeman Public Library	Bozeman	Parmly Billings Public	Billings	Commercial Carrier	5
Node 6	Bozeman Public Library	Bozeman	Miles City Public	Miles City	Commercial Carrier	5
Node 4	Bozeman Public Library	Bozeman	Belgrade Community	Belgrade	Commercial Carrier	5
Node 4	Bozeman Public Library	Bozeman	Three Forks Community	Three Forks	Commercial Carrier	5
Node 4	Bozeman Public Library	Bozeman	Manhattan Community West Yellowstone	Manhattan	Commercial Carrier	5
Node 4	Bozeman Public Library	Bozeman	Community	West Yellowstone	Private Network	2
Node 4	Bozeman Public Library	Bozeman	Livingston County	Livingston	Commercial Carrier	5
Node 4	Bozeman Public Library	Bozeman	Carnegie Public	Big Timber	Commercial Carrier	5
Node 6	Parmly Billings Public Library	Billings	Miles City Public	Miles City	Commercial Carrier	5
Node 4	Parmly Billings Public Library	Billings	Bozeman Public	Bozeman	Commercial Carrier	5
Node 2	Parmly Billings Public	Billings	Butte Public	Butte	Commercial	5

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	Library				Carrier		
	Parmly Billings Public Library		Billings	Missoula Public	Missoula	Commercial Carrier	5
Node 1	Parmly Billings Public Library		Billings	Laurel Public	Laurel	Commercial Carrier	5
Node 5	Parmly Billings Public Library		Billings	Stillwater County	Columbus	Commercial Carrier	5
Node 5	Parmly Billings Public Library		Billings	Joliet Public	Joliet	Mail	2
Node 5	Parmly Billings Public Library		Billings	Roundup Community	Roundup	Private Network	2
Node 5	Parmly Billings Public Library		Billings	Big Horn County	Hardin	Private Network	2
Node 5	Parmly Billings Public Library		Billings	Bridger Public	Bridger	Private Network	2
Node 5	Parmly Billings Public Library		Billings	Red Lodge Carnegie	Red Lodge	Private Network	2
Node 6	Miles City Public Library	Miles City	Glendive Public	Glendive	Glendive	Commercial Carrier	5
Node 5	Miles City Public Library	Miles City	Parmly Billings Public	Billings	Billings	Commercial Carrier	5
Node 4	Miles City Public Library	Miles City	Bozeman Public	Bozeman	Bozeman	Commercial Carrier	5
Node 2	Miles City Public Library	Miles City	Butte Public	Butte	Butte	Commercial Carrier	5
Node 1	Miles City Public Library	Miles City	Missoula Public	Missoula	Missoula	Commercial Carrier	5
Node 6	Miles City Public Library	Miles City	Rosebud County	Forsyth	Forsyth	Commercial Carrier	5
Node 6	Miles City Public Library	Miles City	Prairie County	Terry	Terry	Mail	2
			Bicentennial of Colstrip				
Node 6	Miles City Public Library	Miles City	Branch	Colstrip	Colstrip	Mail	2
Node 6	Miles City Public Library	Miles City	Ekalaka Public	Ekalaka	Ekalaka	Mail	2
Node 6	Miles City Public Library	Miles City	Fallon County	Baker	Baker	Mail	2
Node 6	Miles City Public Library	Miles City	Broadus Public	Broadus	Broadus	Mail	2
Node 8	Glendive Public Library	Glendive	Sidney Richland Public	Sidney	Sidney	Mail	2
						Commercial Carrier	
Node 6	Glendive Public Library	Glendive	Miles City Public	Miles City	Miles City	Commercial Carrier	5
Node 6	Glendive Public Library	Glendive	Wibaux Public	Wibaux	Wibaux	Mail	2
Node 2	Whitehall Community Library	Whitehall	Butte Public	Butte	Butte	Commercial Carrier	5
	Whitehall Community Library		Whitehall	Clancy Branch	Clancy	Private Network	5
Node 7	Whitehall Community Library		Whitehall	Boulder Community	Boulder	Private Network	5
Node 7	Whitehall Community Library		Whitehall	Twin Bridges Public	Twin Bridges	Private Network	5
Node 7	Whitehall Community Library		Whitehall	Sheridan Public	Sheridan	Private Network	5
Node 7	Whitehall Community Library		Whitehall	Thompson-Hickman County	Virginia City	Private Network	5
Node 7	Whitehall Community Library		Whitehall	Madison Valley Public	Ennis	Private Network	5
Node 7	Whitehall Community Library		Whitehall	Three Forks Community	Three Forks	Private Network	5

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	Whitehall Community					
Node 7	Library	Whitehall	Dillon City	Dillon	Private Network	5
Node 3	Sidney Public Library	Sidney	Great Falls Public	Great Falls	Private Network	2
			George McCone			
Node 8	Sidney Public Library	Sidney	Memorial County	Circle	Private Network	2
Node 8	Sidney Public Library	Sidney	Glasgow City-County	Glasgow	Private Network	2
Node 8	Sidney Public Library	Sidney	Roosevelt County	Wolf Point	Private Network	2
Node 8	Sidney Public Library	Sidney	Daniels County	Scobey	Mail	2
Node 8	Sidney Public Library	Sidney	Sheridan County	Plentywood	Mail	2
Node 3	Havre-Hill County Library	Havre	Great Falls Public	Great Falls	Private Network	2
Node 9	Havre-Hill County Library	Havre	Liberty County	Chester	Private Network	2
Node 9	Havre-Hill County Library	Havre	Toole County	Shelby	Mail	2
Node 9	Havre-Hill County Library	Havre	Glacier County	Cut Bank	Mail	2
Node 9	Havre-Hill County Library	Havre	Harlem Public	Harlem	Private Network	2
Node 9	Havre-Hill County Library	Havre	Blaine County	Chinook	Private Network	2
Node 9	Havre-Hill County Library	Havre	Phillips County	Malta	Private Network	2
Node 3	Lewistown Public Library	Lewistown	Great Falls Public	Great Falls	Private Network	2
			Petroleum County			
Node10	Lewistown Public Library	Lewistown	School-Community	Winnett	Private Network	2
Node10	Lewistown Public Library	Lewistown	Moore Public	Moore	Mail	2
Node10	Lewistown Public Library	Lewistown	Denton Public	Denton	Mail	2
Node10	Lewistown Public Library	Lewistown	Dorothy Asbjornson	Winifred	Mail	2
Node10	Lewistown Public Library	Lewistown	Garfield County	Jordan	Private Network	2
Node10	Lewistown Public Library	Lewistown	Judith Basin County Free	Stanford	Mail	2
Node10	Lewistown Public Library	Lewistown	Harlowton Public	Harlowton	Mail	2

Proposed Primary Routes

Route 1	Interstate 90	Missoula/Miles City
Route 2	Interstate 15	Butte/Great Falls
Route 3	Highway 87	Great Falls/Havre
Route 4	Highway 3	Great Falls/Lewistown
Route 5	Highway 2	Havre/Sidney
Route 6	Highway 200	Lewistown/Sidney
Route 7	Highway 287/41	Whitehall/Dillon
Route 8	Interstate 90/ Highway 91	Bozeman/Three Forks

Courier Materials

Libraries using the courier service program will be given supplies of single size bags to use for Interlibrary Loans throughout the courier system. The bags will be for Interlibrary Loan and Floating Collection purposes only. The Montana courier pilot will be easily identifiable through logos, names and other information on each bag.

Shipping labels will be uniform. Libraries will be able to print sheets of printing labels from a central Montana courier web site, by selecting their library and the library they are sending material to from drop down lists. Each library will have a unique courier code.

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Libraries in a main and branch system will have the same courier code, with the ability to add the main or branch library's name after the code when necessary. Claims for lost or damaged items will be submitted via claim forms on the central website.

Tracking Tools

A Shipping Manifest will be used by every library in the pilot, available on the central website. Libraries will select their library's name from a drop down list and be able to complete a Shipping Manifest that already has their library's courier code entered. The library will enter the number of items being sent to their Dropsite. These items will include items that are filling an Interlibrary Loan request or Interlibrary Loan items being returned, or items in Floating Collections.

Every library will print two copies of the Shipping Manifest: one for the courier, one for the library. The courier driver will sign the form and put the time of pickup on the form that the library retains.

Every library will keep a copy of each Shipping Manifest for the course of the pilot (either paper or electronic). The Shipping Manifests will be used in preparing monthly shipping statistics summaries.

Libraries using the U.S. Mail to get material to their Dropsite will complete a Mailing Manifest, also available on the central website from a drop down list. The library will enter the number of items being mailed to their Dropsite. These items will include items that are filling an Interlibrary Loan request or Interlibrary Loan items being returned, or items in Floating Collections.

The library will keep a copy of each Mailing Manifest for the course of the pilot (either paper or electronic). The Mailing Manifests will be used in preparing monthly mail statistics summaries.

Tracking of individual titles and the individual borrowing library or patron will be tracked in each library's local circulation system. Only the number of items being sent will be tracked, by each library's courier code, in the courier system.

Reporting Courier Problems

Libraries experiencing problems or having concerns with the courier pilot will report the issues in the following ways:

Libraries will report urgent problems (missed delivery/pickup or wrong packages delivered) to their assigned Dropsite, by phone, email or a form available from the central website. Dropsites will immediately report urgent problems to the courier, by phone.

For all other problems, libraries will use a "Problem Report" form on the central website. Sections on the report form will identify the library and the library's Dropsite. Dropsites will monitor their section of the website daily (each weekday).

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General concerns or problems with the courier pilot will be forwarded to State Library
staff. MSL staff will work with the Dropsite to respond to the library.

Draft Task List

A draft task list for pilot planning and implementation includes the following:

1. Create pilot timeline
2. Create steering committee
3. Identify pilot participants
4. Create evaluation process
5. Look at funding structures from other states
6. Create circulation committee to determine all lending policies (circulation and hold periods, maximum checkouts/renewals/holds, overdue and billing thresholds)
7. Create best practices and requirements for participation
8. Identify hubs and hub schedules
9. Identify mail participants
10. Identify existing routes and possible routes
11. Look at contracts from other states
12. Look at RFPs from other states
13. Create funding structure
14. Identify staff needs
15. Identify MSL staff commitment
16. Create hiring arrangement for any additional staff
17. Identify marketing needs/possible marketing committee
18. Identify supplies needed
19. Identify training needs
20. Create website
21. Possible RFI (consider timeline)
22. Launch RFP process
23. Selection and awarding of contract
24. Training
25. Evaluation ongoing