

Revised Montana Statewide Courier Pilot FY2010 to FY2012, at \$80,000 funding level:

**Suggestion 1, DRAFT**

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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
- 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.

The sustainability of a courier system beyond the pilot period is predicted to be about 50% of the initial effort. It is likely that the major drop sites, or hubs, will continue to provide services following the pilot (Missoula, Butte, Great Falls, Billings, Miles City). Two core corridors consisting of Interstate 90 and Interstate 15 are predicted to be sustainable over time. I90 is already being informally utilized for moving library materials between Kalispell and Glendive, through drop sites in Missoula and Miles City. Other locally created efforts include a Bozeman-West Yellowstone-Belgrade-Three Forks route and a Whitehall-Ennis-Sheridan-Virginia City-Three Forks route. These local

efforts have developed as a result of increased patron demand for materials and libraries response to that demand.

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.”

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. (2 Dropsites: Kalispell and Glendive, only serve 1 Participating Library.)

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.

The Dropsites 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

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
Node 1	Missoula	\$ 22,500.00
Node 2	Butte	\$ 5,000.00
Node 3	Great Falls	\$ 10,000.00
Node 4	Bozeman	\$ 15,000.00
Node 5	Billings	\$ 5,000.00
Node 6	Miles City	\$ 4,000.00
Node 7	Whitehall	\$ 4,000.00
Node 8	Sidney	\$ 4,000.00
Node 9	Havre	\$ 4,000.00
Node 10	Lewistown	\$ 4,000.00
<b>Sub Total</b>		<b>\$ 77,500.00</b>
Courier Bags		\$ 2,500.00
<b>TOTAL</b>		<b>\$ 80,000.00</b>

### 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.

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 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 Commercial	5
Node 1	Missoula Public Library	Missoula	Drummond 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 Commercial	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
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

					<b>Carrier</b>	
					Commercial	
Node 2	Butte Public Library	Butte	Lewis and Clark Public Broadwater School	Helena	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	<b>Great Falls Public Library</b>	<b>Great Falls</b>	<b>Butte Public</b>	<b>Butte</b>	<b>Commercial Carrier</b>	<b>5</b>
Node10	<b>Great Falls Public Library</b>	<b>Great Falls</b>	<b>Lewistown Public</b>	<b>Lewistown</b>	<b>Private Network</b>	<b>2</b>
Node 9	<b>Great Falls Public Library</b>	<b>Great Falls</b>	<b>Havre-Hill County</b>	<b>Havre</b>	<b>Private Network</b>	<b>2</b>
Node 8	<b>Great Falls Public Library</b>	<b>Great Falls</b>	<b>Sidney Richland Public</b>	<b>Sidney</b>	<b>Private Network</b>	<b>2</b>
					Commercial	
Node 3	Great Falls Public Library	Great Falls	Conrad Public	Conrad	Carrier	2
					Commercial	
Node 3	Great Falls Public Library	Great Falls	Dutton Public	Dutton	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
					Commercial	
Node 3	Great Falls Public Library	Great Falls	Wedsworth Memorial	Cascade	Carrier	2
					<b>Commercial Carrier</b>	
Node 2	<b>Bozeman Public Library</b>	<b>Bozeman</b>	<b>Butte Public</b>	<b>Butte</b>	<b>Commercial Carrier</b>	<b>5</b>
					<b>Commercial Carrier</b>	
Node 1	<b>Bozeman Public Library</b>	<b>Bozeman</b>	<b>Missoula Public</b>	<b>Missoula</b>	<b>Commercial Carrier</b>	<b>5</b>
					<b>Commercial Carrier</b>	
Node 5	<b>Bozeman Public Library</b>	<b>Bozeman</b>	<b>Parmly Billings Public</b>	<b>Billings</b>	<b>Commercial Carrier</b>	<b>5</b>
					<b>Commercial Carrier</b>	
Node 6	<b>Bozeman Public Library</b>	<b>Bozeman</b>	<b>Miles City Public</b>	<b>Miles City</b>	<b>Commercial Carrier</b>	<b>5</b>
					Commercial	
Node 4	Bozeman Public Library	Bozeman	Belgrade Community	Belgrade	Carrier	5
					Commercial	
Node 4	Bozeman Public Library	Bozeman	Three Forks Community	Three Forks	Carrier	5
					Commercial	
Node 4	Bozeman Public Library	Bozeman	Manhattan Community	Manhattan	Carrier	5
			West Yellowstone			
Node 4	Bozeman Public Library	Bozeman	Community	West Yellowstone	Private Network	2
					Commercial	
Node 4	Bozeman Public Library	Bozeman	Livingston County	Livingston	Carrier	5
					Commercial	
Node 4	Bozeman Public Library	Bozeman	Carnegie Public	Big Timber	Carrier	5
					<b>Commercial Carrier</b>	
Node 6	<b>Parmly Billings Public Library</b>	<b>Billings</b>	<b>Miles City Public</b>	<b>Miles City</b>	<b>Commercial Carrier</b>	<b>5</b>
					<b>Commercial Carrier</b>	
Node 4	<b>Parmly Billings Public Library</b>	<b>Billings</b>	<b>Bozeman Public</b>	<b>Bozeman</b>	<b>Commercial Carrier</b>	<b>5</b>
					<b>Commercial Carrier</b>	
Node 2	<b>Parmly Billings Public Library</b>	<b>Billings</b>	<b>Butte Public</b>	<b>Butte</b>	<b>Commercial Carrier</b>	<b>5</b>
					<b>Commercial Carrier</b>	
Node 1	<b>Parmly Billings Public Library</b>	<b>Billings</b>	<b>Missoula Public</b>	<b>Missoula</b>	<b>Commercial Carrier</b>	<b>5</b>
					Commercial	
Node 5	Parmly Billings Public Library	Billings	Laurel Public	Laurel	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	<b>Miles City Public Library</b>	<b>Miles City</b>	<b>Glendive Public</b>	<b>Glendive</b>	<b>Commercial Carrier</b>	<b>5</b>
Node 5	<b>Miles City Public Library</b>	<b>Miles City</b>	<b>Parmly Billings Public</b>	<b>Billings</b>	<b>Commercial Carrier</b>	<b>5</b>
Node 4	<b>Miles City Public Library</b>	<b>Miles City</b>	<b>Bozeman Public</b>	<b>Bozeman</b>	<b>Commercial Carrier</b>	<b>5</b>
Node 2	<b>Miles City Public Library</b>	<b>Miles City</b>	<b>Butte Public</b>	<b>Butte</b>	<b>Commercial Carrier</b>	<b>5</b>
Node 1	<b>Miles City Public Library</b>	<b>Miles City</b>	<b>Missoula Public</b>	<b>Missoula</b>	<b>Commercial Carrier</b>	<b>5</b>
Node 6	Miles City Public Library	Miles City	Rosebud County	Forsyth	Commercial Carrier	5
Node 6	Miles City Public Library	Miles City	Prairie County Bicentennial of Colstrip	Terry	Mail	2
Node 6	Miles City Public Library	Miles City	Branch	Colstrip	Mail	2
Node 6	Miles City Public Library	Miles City	Ekalaka Public	Ekalaka	Mail	2
Node 6	Miles City Public Library	Miles City	Fallon County	Baker	Mail	2
Node 6	Miles City Public Library	Miles City	Broadus Public	Broadus	Mail	2
Node 8	<b>Glendive Public Library</b>	<b>Glendive</b>	<b>Sidney Richland Public</b>	<b>Sidney</b>	<b>Mail</b>	<b>2</b>
Node 6	<b>Glendive Public Library</b>	<b>Glendive</b>	<b>Miles City Public</b>	<b>Miles City</b>	<b>Commercial Carrier</b>	<b>5</b>
Node 6	Glendive Public Library	Glendive	Wibaux Public	Wibaux	Mail	2
Node 2	<b>Whitehall Community Library</b>	<b>Whitehall</b>	<b>Butte Public</b>	<b>Butte</b>	<b>Commercial Carrier</b>	<b>5</b>
Node 7	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
Node 7	Whitehall Community Library	Whitehall	Dillon City	Dillon	Private Network	5
Node 3	<b>Sidney Public Library</b>	<b>Sidney</b>	<b>Great Falls Public</b>	<b>Great Falls</b>	<b>Private Network</b>	<b>2</b>
Node 8	Sidney Public Library	Sidney	George McCone 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	<b>Havre-Hill County Library</b>	<b>Havre</b>	<b>Great Falls Public</b>	<b>Great Falls</b>	<b>Private Network</b>	<b>2</b>
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	<b>Lewistown Public Library</b>	<b>Lewistown</b>	<b>Great Falls Public</b>	<b>Great Falls</b>	<b>Private Network</b>	<b>2</b>
Node10	Lewistown Public Library	Lewistown	Petroleum County	Winnett	Private Network	2
Node10	Lewistown Public Library	Lewistown	School-Community	Moore	Mail	2
Node10	Lewistown Public Library	Lewistown	Moore Public	Denton	Mail	2
Node10	Lewistown Public Library	Lewistown	Denton Public	Winifred	Mail	2
Node10	Lewistown Public Library	Lewistown	Dorothy Asbjornson	Jordan	Private Network	2
Node10	Lewistown Public Library	Lewistown	Garfield County	Stanford	Mail	2
Node10	Lewistown Public Library	Lewistown	Judith Basin County Free	Harlowton	Mail	2
Node10	Lewistown Public Library	Lewistown	Harlowton Public			

### 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. 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).

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.

### 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. Identify marketing needs/possible marketing committee
17. Identify supplies needed
18. Identify training needs
19. Create website
20. Possible RFI (consider timeline)
21. Launch RFP process
22. Selection and awarding of contract
23. Training
24. Evaluation ongoing