ILLINOIS STATE LIBRARY DELIVERY ADVISORY COMMITTEE
FINAL REPORT AND RECOMMENDATIONS
MARCH 2014

Adopted by the Illinois State Library Delivery Advisory Committee: March 4, 2014

Adopted by the Illinois State Library Advisory Committee (ISLAC): April 10, 2014

Prepared for the Illinois State Library Director Anne Craig
by
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ILLINOIS OFFICE OF THE SECRETARY OF STATE
ILLINOIS STATE LIBRARY
SPRINGFIELD, IL

FOREWORD

I am pleased to share with the Illinois library community the Illinois State Library Delivery Advisory Committee's <u>Final Report and Recommendations, March 2014</u>.

Delivery is the bedrock service that unites and enhances statewide resource sharing through ILLINET, the Illinois Library and Information Network. The founding principle on which the entire ILLINET infrastructure exists is based on the philosophy that the whole of all Illinois libraries working together is greater than the sum of their parts. This synergy is accomplished through statewide cooperation, collaboration, and a notable, nationally recognized commitment to resource sharing. ILLINET routinely operates based on the goodwill, cooperative spirit, and integrity of its participating libraries and staff.

The Delivery Committee was charged with crafting a single, seamless statewide delivery service model. In summary, the Committee's recommendations:

- Ensure fairness and equity throughout all delivery services statewide by significantly standardizing services, performance expectations, and practices;
- Lay the foundation for planning and implementing creative delivery solutions, and
- Identify the need for enhanced coordination of delivery on a statewide level.

The specific recommendations in this report now serve as the catalyst that will initiate the delivery project's implementation phase to begin July 1, 2014. To implement these recommendations will require the cooperative and collaborative efforts of all stakeholders—the Illinois State Library, the library systems, CARLI/ILDS, and the Illinois library community. The Illinois State Library will actively work with the appropriate stakeholders to plan, test, and implement these recommendations.

In conclusion, I extend my "thanks" to the Illinois State Library Delivery Advisory Committee members for their valuable input and insight, dedicated commitment to cooperation and collaboration, and creative vision. Through their recommendations and the forthcoming implementation, Illinois will move delivery of library resources to new heights.

Anne Craig
Director
Illinois State Library
June 2014

TABLE OF CONTENTS

EXECUTIVE SUMMARY AND RECOMMENDATIONS

BACKGROUND

Delivery is the bedrock service that unites and enhances statewide resource sharing throughout ILLINET, the Illinois Library and Information Network. ILLINET is Illinois' multitype, cooperative network consisting of approximately 2,000 member library agencies (academic, public, school, and special) and, factoring in the outlets (branches and buildings), the total number of Illinois' library service units exceeds 5,000. Illinois' delivery service is one of the most valued and treasured services throughout the entirety of Illinois' library community.

The founding principle upon which the entire ILLINET infrastructure exists is based on the philosophy that the whole of all Illinois libraries working together is greater than the sum of their parts. This synergy is accomplished through statewide cooperation, collaboration, and a notable, nationally revered commitment to resource sharing. ILLINET routinely operates based on the good will, cooperative spirit, and integrity of its participating libraries and staff.

As a state, our current efforts to improve Illinois' resource sharing paradigm and move our resource sharing services to a twenty-first century plateau that matches our patrons' expectations are focused on:

- Revising the ILLINET Interlibrary Loan Code to ensure its compliance with national and international resource sharing principles and practices and to serve as the document that consistently governs Illinois' interlibrary loan policy within ILLINET.
- Continuing to enable additional libraries to participate in a shared automation consortium in order to make their holdings discoverable--every library has unique resources that contribute to the statewide resource sharing pool.
- Continuing to facilitate statewide library participation in an optional group services contract for interlibrary loan and cataloging services.
- Appointing the Future of Resource Sharing Committee (FORSC) to assist in determining the services and features necessary for meeting the changing resource sharing needs of the Illinois library community.
- Encouraging the exploration and implementation of digital reader technology initiatives, e.g., e-books and PDA (patron driven acquisitions). The digital future of the print industry ultimately will have a significant impact on vehicular delivery services and library services.
- Analyzing the results of the recent Illinois State Library Resource Sharing Survey and working with the Illinois library community to find creative solutions to any issues and barriers identified in the survey.

- Working to standardize and improve Illinois' library delivery services.

Other factors converged that precipitated a statewide review of Illinois' delivery services, specifically the:

- Publication of national standards: National Information Standards Organization (NISO). Physical Delivery of Library Resources Working Group. <u>Physical Delivery of Library Resources: a Recommended Practice of the National Information Standards Organization</u>. Approved January 19, 2012.

- Publication of a statewide study: Illinois Library Association. <u>The Future of Illinois Library Cooperation: Exploring Effective, Efficient Service Models</u>. March 2012. This publication is commonly referred to as the <u>FILC Study.</u>

- Release of a request for proposals (RFP): Office of the Secretary of State. Budget and Fiscal Management. Purchasing Division. <u>Procurement of Transport Services of Library Materials among Illinois Libraries for the Illinois State Library: Request for Proposal (RFP)</u>. July 9, 2012. This document is commonly referred to as the <u>SOS/ISL RFP</u>.

- Reduction in the number of library systems to three based on Illinois' critical fiscal and economic conditions.

APPOINTMENT OF THE ILLINOIS STATE LIBRARY DELIVERY ADVISORY COMMITTEE (2013)

Illinois State Library Director Anne Craig appointed an Ad Hoc Illinois State Library Delivery Advisory Committee, a Subcommittee of the Illinois State Library Advisory Committee (ISLAC). Director Craig outlined her thoughts in "An Open Letter to the Illinois State Library Delivery Advisory Committee, May 22, 2013," available as Appendix A. The thirty-three member Delivery Committee was made up of representatives from twenty-seven ILLINET members, retired librarians, and the library systems' staff as well as six Illinois State Library staff. The Delivery Committee's Roster is available as Appendix B.

THE DELIVERY COMMITTEE'S CHARGE

The Delivery Committee was charged with crafting a single, seamless statewide delivery service model. Deliverables were to include a series of recommendations for ISLAC that would achieve uniformity in statewide delivery services and a draft timeline for implementation of those recommendations.

The Delivery Committee was charged to consider these factors:
- Equalizing delivery services on a fair and equitable basis, i.e., developing a frequency of delivery standard, identifying acceptable alternatives to vehicular delivery for libraries with minimal delivery volume, investigating a community concept delivery model, examining delivery practices in regard to deliveries at multiple locations (branches and school attendance centers) within a single administrative agency, and exploring the feasibility of uniform holiday schedules;
- Gathering statistics, including defining statistics and standardizing counting and reporting methodologies related to items and/or containers;
- Sorting: identifying sorting practices at the local library, delivery hubs, and the ILDS (Illinois Library Delivery Service) libraries as well as examining opportunities for standardization;
- Packaging and labeling: developing uniform practices for protecting materials in transit as well as labeling of both items/materials and delivery containers;
- Training and communications;
- Integrating statewide technology/software solutions whenever feasible and possible;
- Ensuring compliance with federal postal regulations; and,
- Standardizing performance expectations for libraries, library systems, and ILDS.

THE DELIVERY COMMITTEE'S RECOMMENDATIONS

CHAPTER 1
STAKEHOLDERS' RESPONSIBILITIES

LIBRARY SYSTEMS – ADDITIONAL DELIVERY RESPONSIBILITIES
- On an annual basis, the library systems shall provide the Illinois State Library with an updated list of the delivery status for each ILLINET member.
- The library systems shall offer delivery orientation and continuing education on a recurring basis.

ILLINET MEMBERS – DELIVERY RESPONSIBILITIES
- Comply with all delivery policies, procedures, and guidelines; failure to comply can result in suspension of delivery service or library system membership,
- Designate staff to oversee delivery at their libraries,
- Prepare shipments in advance so that the delivery service provider is not delayed,
- Unpack and process all incoming interlibrary loan material by the end of the library's next business day,
- Participate in a community concept delivery model, as determined through consultation and negotiation with the library system or CARLI/ILDS, that accommodates and supports the continued efficiency and effectiveness of the delivery service operation and designated delivery schedule by enabling delivery

access to library facilities via keys/security codes or installation of a delivery lock box,

- Designate, within the facility, a secure delivery drop point area that is located at an easily accessible and convenient entrance or provide outside the facility a secure and conveniently located drop box (either solution must serve to expedite delivery efficiency and shall be made in consultation and negotiation with the library system or CARLI/ILDS),
- Communicate, in a timely manner and in accordance with established procedures, any delivery needs or concerns to the library system or CARLI/ILDS,
- Ship returnables within Illinois using either the library system delivery service or the ILDS as the primary shipping service,
- Transmit non-returnables electronically; however, use alternative shipping options (the library system delivery service or the ILDS, USPS [United States Postal Service], or commercial courier) when electronic transmission capabilities are impractical or unavailable,
- Comply, when using either the library system delivery service or the ILDS, with the United States Postal Service's, Private Express Statutes, 39 CFR [Code of Federal Regulations] 310.3 (a) and the Letters Carried out of the Mail, 39 USC [United States Code] 601 (a). Refer to the Illinois Office of the Secretary of State's Memorandum, "Delivery of Library Materials, November 27, 2012" as the guidelines for determining delivery compliance (Appendix D).
- Package materials for delivery in accordance with the statewide guidelines in order to prevent damage or loss in shipment,
- Label materials using the statewide standardized or authorized delivery labels,
- Submit responses to any delivery surveys or statistical samplings, and
- Attend delivery continuing education offerings at the library system or state levels.

CHAPTER 2
DELIVERY ADMINISTRATION: CORE SERVICE PRINCIPLES AND PRACTICES

DELIVERY TO ONE LOCATION PER ILLINET MEMBER AGENCY VS. DELIVERY TO OUTLETS
- To ensure statewide standardization, library delivery service shall be made to only one location per ILLINET member agency. Delivery to that ILLINET member agency's outlets is the responsibility of that ILLINET member agency. The delivery service provider shall determine if delivery service to outlets will be offered as a service option, and, if so, the delivery service provider shall operate the service to outlets only as a fee-based service.
- Those outlets currently receiving delivery will be grandfathered for a

minimum of one year and during that year the Illinois State Library, the library systems (IHLS, RAILS), and CARLI/ILDS shall establish a "sunset date" to comply with either delivery being made to one location per ILLINET member agency or delivery to any outlets being offered only as a fee-based service.

ACCESS: 24/7/365
- Keys and security codes to library buildings shall be given to delivery personnel to facilitate delivery during hours the library is closed.
- ILLINET members that are unable (e.g., legal issues, board and/or corporate authority issues, or other specific identified issues) to provide 24/7/365 access (keys, security codes) for delivery personnel shall work in cooperation with the library system or CARLI/ILDS to resolve the issue(s) if possible, e.g., by participating in an alternative delivery method, specifically the community concept delivery model or installing a delivery drop box.

ACCESS: DELIVERY-FRIENDLY SERVICE ENTRANCE AND EXPEDIENT DROP POINT
- Every ILLINET member shall provide a secure, convenient, designated area within their facility for delivery of library materials. Optimally this delivery "drop point" will be near the most appropriate, accessible entrance.

ROUTE SCHEDULES
- Route schedules shall be reviewed by delivery staff (the library systems, CARLI/ILDS) at least annually and modified accordingly as warranted.

NIGHT VS. DAY DELIVERY
- An annual review of night vs. day delivery alternatives shall be conducted by delivery staff (the library systems, CARLI/ILDS) and, where practical and feasible, shall be implemented.

HOLIDAY STANDARDIZATION
- All delivery service providers (the library systems and CARLI/ILDS) SHALL provide delivery on these five holidays:
    - Columbus Day (October)
    - Veterans Day (November)
    - Lincoln's Birthday (February)
    - Presidents' Day (February)
    - Pulaski Day (March)
- All delivery providers (the library systems and CARLI/ILDS) SHALL observe these holidays and, therefore, WILL NOT provide delivery on the seven holidays:
    - Independence Day (July)
    - Labor Day (September)
    - Thanksgiving Day (November)

- o Christmas Eve (December)
  - o Christmas Day (December)
  - o New Year's Day (January)
  - o Memorial Day (May)
- Subject to each delivery providers' (the library systems and CARLI/ILDS) service option, these holidays shall remain as variant holidays:
  - o Thanksgiving Friday (November)
  - o Martin Luther King, Jr. Day (January)

DELIVERY DRIVERS, VEHICLES, AND PROOF OF INSURANCE: LEGAL COMPLIANCE STANDARDS

- All delivery service providers shall perform these "checks" as a part employment practices when hiring a delivery driver:
  - o a background check,
  - o an Illinois' drivers license check, and
  - o a driving record abstract check through the Illinois Office of the Secretary of State's Drivers Services Department.
- All delivery service providers shall issue standardized IDs for delivery drivers. Such identification, at a minimum, shall include a photo identification card.
- All delivery service providers shall use vehicles properly registered and licensed with the Illinois Office of the Secretary of State's Vehicle Services Department.
- All delivery service providers shall provide proof of insurance that covers cases of loss or exposure to risk.

DELIVERY CONTAINERS

- Contingent upon volume of materials, library accessibility issues, library or vehicle space limitations, and any appropriate contractual terms a variety of delivery containers are acceptable for statewide use including:
  - o Totes/tubs (stackable) with secure lids,
  - o Bags/pouches (waterproof) with zippered closures, and
  - o Traditional library bags (canvas, vinyl).
- Containers for all of the delivery services shall be standardized.
- Forty pounds is the maximum acceptable weight limit per container.
- All delivery containers shall be appropriately labeled to facilitate delivery accuracy.

CHAPTER 3
DELIVERY STATISTICS: COLLECTING, ANALYZING, AND EVALUATING DELIVERY DATA

DELIVERY STATISTICAL COLLECTION AND DATA ELEMENTS

- Delivery statistical data shall be collected, compiled, analyzed, and disseminated by the library systems, CARLI/ILDS, and the Illinois State Library. The delivery statistical data elements that will be collected are:
  - o Miles driven,

o   Delivery stops made, and
o   Items transported.

ITEMS TRANSPORTED
(Disclaimer: These recommendations apply only to the library systems. The ILDS libraries already count each item separately as a part of the delivery procedures and software functionality.)
*   Definition of items: Items are materials being sent between libraries for interlibrary loan, reciprocal borrowing, cataloging, or collection development purposes.
*   Items being transported via delivery, i.e., being shipped from (outgoing) or being shipped to (incoming) the library systems' hubs, shall be individually counted and reported separately as outgoing or incoming.
*   Each library system's delivery service shall manually count each item during simultaneous quarterly one week counts. To enhance validity of results, the weekly sampling should vary from quarter to quarter and the monthly samplings should vary from fiscal year to fiscal year. These quarterly counts will be used to calculate the total estimated number of items transported during the fiscal year.

COMPILATION, ANALYSIS, AND DISSEMINATION OF DELIVERY STATISTICS
*   The delivery statistical data elements' counts by each of the delivery service providers (the library systems and CARLI/ILDS) shall be submitted to the Illinois State Library on a predetermined, mutually agreeable timetable [quarterly]. The Illinois State Library shall compile, analyze, and disseminate the information [annually].

CHAPTER 4
DELIVERY AND RESOURCE SHARING: PARTNERING TO EXPEDITE SERVICE

*   Use of statewide delivery services by all ILLINET members shall be the rule, not the exception.

    o   Per the ILLINET Interlibrary Loan Code:

        1. Shipment of Returnables and Non-Returnables
            A. Returnables: Every ILLINET member shall use either the library system delivery service or the ILDS as their primary shipping service for returnables within Illinois.
            B. Non-returnables: Every ILLINET member shall transmit non-returnables electronically; however, use alternative shipping options (the library system delivery or the ILDS, USPS, or commercial courier) when electronic transmission capabilities are impractical or unavailable.
        2. Every ILLINET member, using either the library system delivery service or the ILDS, shall comply with the USPS, Private Express Statutes, 39

CFR [Code of Federal Regulations] 310.3 (a) and the Letters Carried Out of the Mail, 39 USC [United States Code] 601 (a). Refer to the Illinois Office of the Secretary of State's Memorandum, "Delivery of Library Materials, November 27, 2012," as the guideline for delivery compliance.

3. If the supplying or requesting library chooses not to ship materials via the library system delivery service or the ILDS, then the libraries shall negotiate alternate shipping conditions prior to the shipment or return of the material. Alternate shipping conditions include, but are not limited to, use of USPS or a commercial courier.

- Every ILLINET member shall make response time to interlibrary loan requests a service priority.

  o Per the ILLINET Interlibrary Loan Code:
    The supplying library shall respond to all interlibrary loan requests within one working day or no longer than three working days of receipt.

- Delivery load leveling techniques shall be adopted as best practices.
  o Library materials with holds shall be routed to the next library in the holds queue rather than being returned to the owning library.
  o Libraries participating in resource sharing consortia shall investigate the concept of floating collections, conduct a pilot study if feasible, and, if practical and beneficial, then implement this concept.

- Sorting and processing of materials on delivery shall be handled in a timely manner in order to enhance resource sharing turn-round response time.
  o All incoming library deliveries arriving at a delivery hub (library system, ILDS drop/hub, or contractual delivery provider) shall be processed and sorted on the day of arrival in order to guarantee shipment of those materials on the next outgoing delivery.
  o As a statewide best practice that enables same day delivery, libraries have the option, in order to accommodate an immediate or a special circumstance's interlibrary loan need, to sort and separate items for libraries following theirs WHEN those libraries are on the same delivery route and WHEN those libraries receive delivery that same day.

CHAPTER 5
DELIVERY SERVICE MODELS: EQUALIZING, STANDARDIZING, AND ENHANCING SERVICE

THE VOLUME-BASED DELIVERY FREQUENCY MODEL: REVIEWING AND EFFECTUATING THE VOLUME/FREQUENCY STANDARD

- The Illinois State Library and the library systems shall cooperatively resolve the details for updating and implementing a current statewide volume-based frequency standard using the information, especially the last two columns, from the table that follows.

Frequency (Days per Week)	Total ILLINET Member Agencies (Excluding ILDS & CPLS)	IHLS ILLINET Member Agencies	RAILS ILLINET Member Agencies	IHLS Volume Standard (Current)	RAILS Volume Standard (Current)	2006/07 Volume Standard	AVG OF ITEMS 2007, IHLS, & RAILS	ROUNDED AVG OF ITEMS 2007, IHLS, & RAILS
5	447	69	378	Delivery Supervisor's Discretion	600+	250+	425+	425+
4	76	66	10	400+	301 – 599	130 – 250	277 – 416	277 – 424
3	110	77	33	200 – 399	151 – 300	060 – 129	137 – 276	137 – 276
2	3	191	152	050 – 199	050 – 150	010 – 059	036 – 136	070 – 136
1, 0, "On Demand"	998	149	849	001 – 049	001 – 149	001 - 009	001 – 069	001 – 069
TOTAL	1,974	552	1,422	----	----	----	----	----

THE COMMUNITY CONCEPT DELIVERY MODEL: THE VISION FOR STATEWIDE FIVE DAY PER WEEK DELIVERY TO LIBRARY COMMUNITIES

- The community concept delivery service model shall be adopted and implemented statewide with ILLINET member agencies' participation being requisite/mandatory. The Illinois State Library, the library systems, and CARLI/ILDS are charged with the responsibility for strategizing, planning, testing, and implementing this service model.

CHAPTER 6
CUSTOMER SERVICE ENHANCEMENTS AND STATEWIDE COORDINATION OF DELIVERY

CUSTOMER SERVICE COMPONENT
- These customer service components for ILLINET members emerged as potential preferences for future collaboration:
  - Creation of a centralized website for delivery that shall serve as a standardized resource for all delivery information (Links will include, but not be limited to: library directory information, contacts, route information and schedules, maps, statewide standardized label program, FAQ

[frequently asked questions], delivery legal information, policies, procedures, overview of delivery holiday schedules.)
- o Implementation of web-based trouble tickets/reporting forms for delivery issues, and
- o Enhancement of continuing education and orientation for delivery: e.g., standardized webinars and tutorials on packaging and labeling.

STATEWIDE DELIVERY ADMINISTRATIVE ROLE: DELIVERY IMPLEMENTATION COORDINATOR FUNCTION

- The Illinois State Library shall work with all appropriate stakeholders to develop strategies that will create, enable, and support the delivery administrative role/implementation functions.

CHAPTER 7
DELIVERY MECHANICS: THE ABC'S OF PREPARING MATERIALS FOR DELIVERY AND PACKING DELIVERY CONTAINERS

A - PACKAGING MATERIALS FOR PROTECTION: RECOMMENDATIONS AND BEST PRACTICES

OWNERSHIP (PROPERTY) MARK

- All materials (including items/pieces, if practical) shall be identified with a current ownership mark that is readily visible.
- The basic ownership mark shall be the library's legal name. Additional detail (city or complete address) may be necessary in order to identify libraries (or branches/buildings) with identical or similar names.

RESPONSIBILITIES OF THE SUPPLYING AND REQUESTING LIBRARIES

- Materials shall be packaged to prevent damage or loss in shipment. The supplying library shall notify the requesting library of any special packaging and shipping requirements before sending the material. The requesting library shall comply with the requirements as stipulated.

BUNDLING

- Bundling of non-fragile materials is a delivery shipping option.
- As a general guideline, no more than three items of approximately the same size and being routed to the same requesting or supplying ILLINET member shall be bundled together. The bundle shall be ergonomically manageable by hand (no more than 3 or 4 inches high).
- Bundled materials shall be adequately secured, using rubber bands or string, so that separation during delivery will not occur.

- A delivery label shall be affixed to each item in a bundle as well as to the exterior of the bundle. Only items being routed to the same requesting or supplying ILLINET member shall be bundled together.

PACKAGING – BASICS

- Basic Recommendations:
  - The requesting library shall abide by the supplying library's packaging conditions and instructions.
  - Items that are considered fragile or historical shall be packaged for protection in delivery. Consider using both outer packaging containers and inner protective packaging supplies.

- Outer Packaging Containers
  - Outer Packaging Container Types: Examples
    - Boxes
    - Padded/Jiffy Bags
  - Guidelines
    - Re-use of outer packaging containers is acceptable and encouraged subject to the condition of that packaging. When in doubt, do not reuse.
    - All previous labeling shall be removed or crossed out in order to facilitate delivery efficiency and accuracy.
    - Outer packaging containers shall be sealed with tape NOT staples.
    - A delivery label, for the intended destination ILLINET member, shall be affixed to each item within the packaging container as well as to the exterior of the outer packaging container.

- Protective Packaging Supplies (Generally for use within an outer packaging container)
  - Protective Packaging Types: Examples
    - Bubble Wrap
    - Newspaper
    - Cardboard
  - Guidelines
    - Re-use of protective packaging supplies is acceptable and encouraged subject to the condition of that packaging. When in doubt, do not reuse.
    - Protective packaging, when used, shall be sealed with tape NOT staples.

PACKAGING FOR SPECIFIC MATERIALS' TYPES

- AUDIOVISUAL TYPE MATERIALS (CD'S, RECORDS, AUDIOBOOKS, DVD'S, VIDEOS, MICROFILM)
    - These types of materials (and their standard cases) are fragile and subject to damage in delivery; therefore, use of protective packaging is strongly recommended.
    - Ship using non-breakable outer cases, if available. As an alternative, ship audiovisual type materials using an outer packaging container, other types of protection (such as bubble wrap), or both.

- OTHER FRAGILE MATERIALS' TYPES (MAGAZINES, THIN BOOKS, PAMPHLETS, MICROFICHE)
    - These types of materials are fragile and subject to damage in delivery; therefore, use of protective packaging is strongly recommended.
    - Ship using an outer packaging container and, as necessary, inner protective packaging such as two pieces of cardboard. As an alternative, ship these types of fragile materials using an outer packaging container, other types of protection (such as bubble wrap), or both.
    - Bundling and/or rubber banding of these materials' types is not recommended.

B - LABELING MATERIALS FOR ACCURACY AND SORTING EFFICIENCY: RECOMMENDATIONS AND BEST PRACTICES

LABELING BASICS:
- The statewide standardized or authorized delivery label shall be securely affixed to each item in order to facilitate delivery efficiency and accuracy.
- A delivery label shall be affixed to each item in a bundle as well as to the bundle. Only items being routed to the same requesting or supplying ILLINET member shall be bundled together.
- The library's full (or abbreviated, if statewide standardized abbreviations are used) legal name (and city, as necessary) shall be used in the delivery label's "ship to" data field in lieu of codes or other designations which can be easily misinterpreted.
- Computer generated labels are preferred. If delivery label information is handwritten, then it shall be legible.
- Best practice conservation techniques shall be used when attaching labels to items (or including paperwork within items); specifically,
    - Place a delivery label over the item, a rubber band around the item, and affix tape to the rubber band and label.
    - Removable tape may be used as an alternative; however, use best judgment in affixing removable tape directly to an item.

STATEWIDE STANDARDIZED DELIVERY LABEL RECOMMENDATIONS:
- The Illinois State Library, the library systems, and CARLI/ILDS shall work cooperatively to create, test, and implement one statewide standardized, computer generated delivery label.
- The recommended data fields for Illinois' statewide standardized delivery label shall include:
  - CODES AREA - Corresponding with information in the TO area
    - ILDS – ILDS hub code
    - LOCAL – Code or abbreviation assigned by the library system for delivery routing purposes
    - ROUTE # - Library system route #, if applicable
  - TO:
    - Legal Name of Library
    - City
  - FOR:
    - Legal Name of Library OR Legal Name of Branch or Building (as applicable)
    - City
  - FROM:
    - Legal Name of Owning Library
  - __HOLD or __RETURN: (Not a delivery component but useful for some libraries)
- Other recommendations for the statewide standardized delivery label are:
  - A single uniform source of information for the label data shall be utilized. The Illinois State Library shall work with the library systems and CARLI/ILDS to determine the best data source. (L2 currently serves as the most viable option.)
  - The label shall be a computer generated, PDF label.
  - The labeling menu shall offer drop down functionality.
  - The label print functionality shall offer the options to print one or multiple labels for the same destination and to select between "sticky" or "non-sticky" labels.
  - The Illinois State Library shall offer printer grants to assist libraries with the purchase of compatible printers.

Label Alternatives:
- The Delivery Committee recognized the fact that some automation consortia have the ability to generate "transit slips" (variant names among the consortia) that are used as a delivery label. The Delivery Committee acknowledged these "transit slips" as acceptable alternatives with the caveat that the "transit slips" shall be user-friendly, i.e., include appropriate information from the recommended data fields and utilize an easily readable font size.
- All the automation consortia consultants, in consultation with their respective delivery consultants, shall explore delivery label functionality options with their

software vendors based on the statewide standardized data fields' recommendations.

C - PACKING MATERIALS IN AND LABELING OF DELIVERY CONTAINERS: RECOMMENDATIONS AND BEST PRACTICES

- Heavier materials shall be placed in the bottom of delivery containers, and all fragile materials shall be placed in the top portion of the delivery container.
- A separate (or smaller) delivery container, if available, shall be used for the shipment of fragile materials.
- Delivery containers shall not be over packed. The statewide weight standard for delivery containers shall be a maximum of forty pounds. When in doubt, use of an additional delivery container is recommended.
- All delivery containers shall be appropriately labeled in order to facilitate delivery accuracy.

CHAPTER 8
DRAFT IMPLEMENTATION TIMELINE: DELIVERY RECOMMENDATIONS AND PROJECTS

- The Delivery Committee adopts the Draft Implementation Timeline: Delivery Recommendations and Projects. (Note: This document is available as a table in the full report following Chapter 8's introductory page.)

DELIVERY PROJECT BACKGROUND AND OVERVIEW

BACKGROUND

Delivery is the bedrock service that unites and enhances statewide resource sharing throughout ILLINET, the Illinois Library and Information Network. ILLINET is Illinois' multitype, cooperative network consisting of approximately 2,000 member library agencies (academic, public, school, and special) and, factoring in the outlets (branches and buildings), the total number of Illinois' library service units exceeds 5,000. Illinois' delivery service is one of the most valued and treasured services throughout the entirety of Illinois' library community.

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As a state, our current efforts to improve Illinois' resource sharing paradigm and move our resource sharing services to a twenty-first century plateau that matches our patrons' expectations are focused on:

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- Continuing to enable additional libraries to participate in a shared automation consortium in order to make their holdings discoverable--every library has unique resources that contribute to the statewide resource sharing pool.
- Continuing to facilitate statewide library participation in an optional group services contract for interlibrary loan and cataloging services.
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- Encouraging the exploration and implementation of digital reader technology initiatives, e.g., e-books and PDA (patron driven acquisitions). The digital future of the print industry ultimately will have a significant impact on vehicular delivery services and library services.
- Analyzing the results of the recent Illinois State Library Resource Sharing Survey and working with the Illinois library community to find creative solutions to any issues and barriers identified in the survey.
- Working to standardize and improve Illinois' library delivery services.

Other factors converged that precipitated a statewide review of Illinois' delivery services, specifically the:

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- Reduction in the number of library systems to three based on Illinois' critical fiscal and economic conditions.

STATEWIDE OBLIGATION FOR EQUITY, UNIFORMITY, AND ACCOUNTABILITY

The Illinois State Library (ISL) directly and indirectly provides the mechanisms that enable online discovery and delivery of millions of Illinois library materials. This multitype cooperation among the 2,000+ ILLINET member library agencies is unique and envied nationwide. As members of the Illinois library community, we must seek to ensure the strength and robustness of our foundation of interlibrary cooperation.

There are currently four library delivery service operations in Illinois:
- Chicago Public Library System (CPLS) Delivery Service,
- Illinois Heartland Library System (IHLS) Delivery Service,
- Reaching Across Illinois Library System (RAILS) Delivery Service, and
- Illinois Library Delivery Service (ILDS), administered by the University of Illinois/Consortium of Academic and Research Libraries in Illinois (CARLI).

Both the <u>FILC Study</u> and the <u>SOS/ISL RFP</u> pointed out the inequities, variances, and lack of statewide standardization among the delivery service operations. The merger of library systems in 2011 further highlighted and exacerbated the variant delivery practices. IHLS was the result of the merger of four library systems into one, and RAILS was the result of the merger of five library systems into one. IHLS currently operates three delivery hubs, and RAILS operates six delivery hubs (one of which is served by a contractual delivery courier).

Without question, the necessity to take action and the obligation to foster change became one of the Illinois State Library's priorities. A statewide, standardized delivery

service philosophy and model needed to be planned, shaped, and implemented. As such, consistency and standardization became critically important in order to ensure fairness and equity statewide, to maximize efficiencies in both delivery and sorting, and, therefore, to promote accountability and effective stewardship of grant dollars.

THE ILLINOIS STATE LIBRARY'S PROACTIVE STRATEGY

The Illinois State Library contracted for the services of a delivery project consultant to:
- Conduct information gathering site visits with the library systems and CARLI/ILDS,
- Survey the ILLINET members about delivery services,
- Chair the Illinois State Library Delivery Advisory Committee,
- Prepare a final report of the Delivery Committee's work and recommendations, and
- Assist with the initial implementation of the Delivery Committee's recommendations.

From January 2013 through May 2013 the ISL Delivery Project Consultant conducted the fact-finding/information and data gathering phase of the delivery conundrum that would lay the foundation for the Illinois State Library Delivery Advisory Committee's agenda topics. Specific tasks the ISL Delivery Project Consultant engaged in were:
- Meeting with the library systems' delivery consultants and CARLI/ILDS administrative staff to compare and contrast delivery service operations, policies, and procedures.
- Conducting, with library directors and/or library staff, four focus groups that were held geographically throughout the state. The purpose of these focus groups was to gain insight into the current delivery services, i.e., the positives, areas for improvement, and what the components of an "ideal" delivery service for the state might be.
- Seeking statewide library input about delivery services by conducting a web-based Illinois State Library Delivery Survey. The purpose of the survey was exactly the same as for the focus groups. The survey, however, offered the opportunity for responses from all ILLINET members whereas the focus groups served as a smaller, geographically concentrated sampling. Three hundred and seventy-eight library agencies responded to the survey.

The information gathered was analyzed, synthesized, and evaluated and a list of agenda topics was created.

In addition, the ISL Delivery Project Consultant compiled the resources for review with the Delivery Committee:
- "The Delivery Advisory Committee's Toolbox: Resources and Information to Facilitate Effective Decision Making." This "toolbox" of resources and information was designed to assist the Delivery Committee with the forthcoming discussions and associated decision making throughout the Delivery Committee's tenure. This resource is available as Appendix D.

- "Illinois Library Delivery Studies and Reviews: An Historical Chronology." This resource is available as Appendix E.
- "Statewide Delivery Requests for Proposals: An Historical Chronology." This resource is available as Appendix F.

APPOINTMENT OF THE ILLINOIS STATE LIBRARY DELIVERY ADVISORY COMMITTEE (2013)

The long-term viability of ILLINET needed to be reinforced and guaranteed. Without Illinois' strong commitment to all aspects of resource sharing and without taking action to foster improvements and change, our libraries would lose significant, treasured services in a time when the relevance of libraries is under scrutiny. If cohesion is eroded, then justification for funding programs at the state level becomes much weaker, if not completely diminished or erased.

As a result, Illinois State Library Director Anne Craig appointed an Ad Hoc Illinois State Library Delivery Advisory Committee, a Subcommittee of the Illinois State Library Advisory Committee (ISLAC). Director Craig outlined her thoughts in "An Open Letter to the Illinois State Library Delivery Advisory Committee, May 22, 2013," available as Appendix A. The thirty-three member Delivery Committee was made up of representatives from twenty-seven ILLINET members, retired librarians, and the library systems' staff as well as six Illinois State Library staff. The Delivery Committee's Roster is available as Appendix B.

THE DELIVERY COMMITTEE'S CHARGE

The Delivery Committee was charged with crafting a single, seamless statewide delivery service model. Deliverables were to include a series of recommendations for ISLAC that would achieve uniformity in statewide delivery services and a draft timeline for implementation of those recommendations.

The Delivery Committee was charged to consider these factors:
- Equalizing delivery services on a fair and equitable basis, i.e., developing a frequency of delivery standard, identifying acceptable alternatives to vehicular delivery for libraries with minimal delivery volume, investigating a community concept delivery model, examining delivery practices in regard to deliveries at multiple locations (branches and school attendance centers) within a single administrative agency, and exploring the feasibility of uniform holiday schedules;
- Gathering statistics, including defining statistics and standardizing counting and reporting methodologies related to items and/or containers;
- Sorting: identifying sorting practices at the local library, delivery hubs, and the ILDS libraries as well as examining opportunities for standardization;
- Packaging and labeling: developing uniform practices for protecting materials in transit as well as labeling of both items/materials and delivery containers;
- Training and communications;

- Integrating statewide technology/software solutions whenever feasible and possible;
- Ensuring compliance with federal postal regulations; and,
- Standardizing performance expectations for libraries, library systems, and ILDS.

THE DELIVERY COMMITTEE'S MEETINGS

The Delivery Committee met for a total of nine monthly meetings from May 2013 through March 2014. The minutes of those meeting are available at: http://www.cyberdriveillinois.com/departments/library/about/committees/dac_meetarchive.html.

A variety of techniques was used to introduce and bring closure to topics, e.g.:
- Guest speakers gave presentations and input on special topics (packaging of materials for protection, community concept delivery, administrative agency vs. branch delivery).
- Group discussion that was subsequently followed up with a "workgroup" being assigned to bring written draft recommendations on that topic to the next meeting.   The Workgroups' Roster, arranged by topic addressed, is available as Appendix C.
- Small group brainstorming that was undertaken by all the Delivery Committee members on the same topics with the small groups reporting back to the Delivery Committee of the whole.
- Around the table responses from each Delivery Committee member about specific topics, e.g., sorting and statistics, and how their library handled those areas.

At each meeting, the Delivery Committee as a whole was given ample time and opportunity for input and discussion.

THE DELIVERY COMMITTEE'S RECOMMENDATIONS

The Delivery Committee's specific recommendations are presented in detail in the chapters that follow. In short, the Delivery Committee's recommendations:
- Ensure fairness and equity throughout all delivery services statewide by significantly standardizing services, performance expectations, and practices;
- Lay the foundation for planning and implementing creative delivery solutions, e.g., five day a week delivery to communities so that library patrons' needs are satisfied in a quick, responsive, and unparalleled manner; and,
- Identify the need for enhanced coordination of delivery on a statewide level.

IMPLEMENTATION OF THE DELIVERY COMMITTEE'S RECOMMENDATIONS

The Delivery Committee has presented a number of recommendations for implementation that will require the cooperative efforts of all Illinois' stakeholders (the Illinois State Library, the library systems, CARLI/ILDS, and the ILLINET members). Commitment of time and staff is critical for planning the operational details, testing as necessary, and implementing the recommendations. There is a significant need for a statewide administrative role that will coordinate the implementation phase of the Delivery Committee's recommendations as well as continuously monitor the on-going statewide delivery programs and service models. This administrative role/implementation function is parallel to the FILC Study's recommendation for an Illinois Logistics Coordinator's role/function. Examples of some of the delivery projects, with further detail provided within the report, to be implemented include, but are not limited to:

- Community Concept Delivery Model,
- Volume-based Delivery Frequency Model,
- Customer service enhancements,
- Sorting efficiencies at delivery hubs (staffing and fiscal impacts),
- Statewide standardized delivery label,
- Statistical collection standardization, and
- Delivery orientation and continuing education.

In effectuating this goal, the Illinois State Library will work with all appropriate stakeholders to develop strategies that will create, enable, and support the delivery administrative role/implementation functions.

ADOPTION OF THE DELIVERY COMMITTEE'S REPORT

The Delivery Committee's "adopted draft report" will be presented for review and adoption by the Illinois State Library Advisory Committee in April 2014. Subsequent adoption and implementation by the library system boards and CARLI/ILDS should follow.

Appropriate opportunities for public comment on the draft report are also being offered.

AFFIRMATION

The Illinois State Library will seek to ensure consistency in service, uniformity in methodology, and accountability in the use of funds. A statewide delivery service that enhances and facilitates resource sharing to the fullest extent possible by every ILLINET member is one that can clearly support Illinois' rich statutory foundation as prominently delineated in the enabling legislation of the State Library Act [15 ILCS 320].

DELIVERY REDUX: A VISIONARY TEMPLATE

Planning for and envisioning a twenty-first century delivery service for Illinois began as a tabula rasa [blank slate] for the Delivery Committee. In actuality, the Delivery Committee's work in its entirety fostered a twenty-first century delivery service prototype for Illinois. The visionary delivery service template is presented below.

The equitable, efficient, and effective delivery solution for Illinois is the implementation of one statewide, standardized delivery system that serves the entire state and operates seamlessly without regard to existing boundaries, any existing library system or automation service operations, and historic personal ties.

This delivery system should be designed and operated using these concepts, principles, and caveats:

- The delivery service should be administered, managed, and operated on the underlying principle of what is the best for the whole of the Illinois library community.
- The delivery service should be based on a community concept delivery model that would offer service five days per week to each Illinois community served by one or more ILLINET members. The community's delivery drop point would be at one ILLINET member providing 24/7/365 delivery access or as alternatives at a community designated drop box or a 24/7/365 location.
- The delivery service administration and operations should be standardized, e.g., holiday delivery, statistical data collection, labeling, and packaging.
- The delivery service should investigate, test, and implement state-of-the art software and technologies, e.g., route optimization software, labelless sorting, item and container tracking.
- The delivery service should investigate, test, and implement appropriate alternative service methodologies that would incorporate economies of scale, e.g., night rather than day delivery, alternative shift sorting, outsourcing options for both delivery and sorting.
- Communication with and education of the ILLINET members about delivery's values, standardized policies, and operational procedures should emanate through a variety of methods, e.g., web postings, marketing strategies, continuing education offerings, orientation sessions.
- All aspects of the delivery service should be evaluated on a recurring basis.

The core principles for this service are:

- Equity
  - Ensuring that all ILLINET members have access to and use of delivery regardless of their size (population served), budget, type (academic, public, school, or special), or geographic location
- Effectiveness
  - Responsiveness: meeting or exceeding library and patron expectations
  - Accuracy: sorting and delivering of resources with minimal errors
  - Care in the handling of materials: minimizing damage to and loss of materials
  - Communication: making ILLINET members aware of the policies, procedures, and value of delivery through effective continuing education offerings and marketing strategies
- Efficiency
  - Cost: containing costs yet offering quality service
  - Operations: analyzing operating functions and processes (sorting, delivering) for efficiency
- Evaluation
  - Evaluating all aspects of the delivery service on a continuous basis to ensure equity, effectiveness, and efficiency

The recommendations as presented throughout this report are all strategies that will move Illinois closer to the desired statewide vision for delivery:

- the implementation of one statewide, standardized delivery system that serves the entire state and operates seamlessly.

NOTE: The recommendations throughout chapters 1 through 8 of this report are highlighted in boldface.

CHAPTER 1

STAKEHOLDERS' RESPONSIBILITIES

The founding principle upon which our entire ILLINET infrastructure exists is based on the philosophy that the whole of all Illinois libraries working together is greater than the sum of their parts. This synergy is accomplished through statewide cooperation, collaboration, and a notable, nationally recognized commitment to resource sharing. ILLINET routinely operates based on the good will, cooperative spirit, and integrity of its participating libraries and staff. There are, however, specific charges, as delineated in the statutes and administrative rules, that establish the guiding policy and responsibilities for the participating members. In addition, the Delivery Committee approved a set of delivery responsibilities for the ILLINET members.

The Stakeholders' specific responsibilities are delineated below:

ILLINOIS STATE LIBRARY

The legal authority for delivery is found in the Illinois Compiled Statutes [ILCS or generically referred to as "The Statutes"] and the Illinois Administrative Code [IL ADC or generically referred to as "The Rules" or "The Administrative Rules"]:
- State Library Act: 15 ILCS 320 et seq.
- Service Standards: 23 IL ADC 3030.50 et seq.
- Illinois Library System Act: 75 ILCS 10 et seq.

As a body of state government, the authority to provide services and programs is determined by the General Assembly through the promulgation of laws and rules. Unlike private sector business, the Illinois Office of the Secretary of State/Illinois State Library cannot conduct any activity unless authorized by statute or administrative rules. Clearly, resource sharing figures prominently into the enabling legislation of the State Library Act [15 ILCS 320]:

> "Purposes of the State Library" [15 ILCS 320/7]
> The Illinois State Library shall:
> …
> (f) Promote and develop a cooperative library network operating regionally or statewide for providing effective coordination of the library resources of public, academic, school, and special libraries.
> **…**
> (h) Assist libraries in their plans for library services, including funding the State-funded library systems for the purpose of local library development and networking.
> …

(c) Administer the Illinois Library System Act.

The Illinois Administrative Code helps state government implement the laws adopted by the General Assembly.   The Illinois State Library, established by law, has rules found in 23 IL ADC 3030 et seq. The rules have the same force and effect as law. Any activity undertaken by the Illinois State Library must be rooted in law or rule.

Delivery is incorporated in the Illinois Administrative Code at 23 IL ADC 3030.50 (i); therefore, the responsibility rests with the Illinois Office of the Secretary of State and the Illinois State Library to administer delivery. Any change to the Illinois Administrative Code is a process prescribed by the General Assembly and overseen by its Joint Committee on Administrative Rules (JCAR).

State grant programs for library systems and libraries that are established in library legislation have the goal of promoting statewide library cooperation and resource sharing. The specific body of law surrounding state grant programs rests in the Illinois Library System Act [75 ILCS 10]. Funding for the library systems is predicated on the statewide goal of all libraries cooperatively sharing resources with Illinois residents. The prominence of resource sharing as the purpose and reason for the library systems is established in the very first paragraph of the Illinois Library System Act:

> "Declaration of policy; state grants" [75 ILCS 10/1]
> Because the state has a financial responsibility in promoting public education, and because the public library is a vital agency serving all levels of the educational process, it is hereby declared to be the policy of the state to encourage the improvement of free public libraries and to encourage cooperation among all types of libraries in promoting the sharing of library resources. In keeping with this policy, provision is hereby made for a program of state grants designed to establish, develop and operate a network of library systems covering the entire state.

For libraries to be eligible for library system services and Illinois State Library grant offerings, they must be a full member.

The Illinois Library System Act delineates the Illinois Office of the Secretary of State/Illinois State Library's responsibilities for administering this Act:

> "Administration of Act; rules and regulations" [75 ILCS 10/3]
> The State Librarian and his staff shall administer the provisions of this Act and shall prescribe such rules and regulations as are necessary to carry the provisions of this Act into effect.
>
> The rules and regulations established by the State librarian for the administration of this Act shall be designed to achieve the following standards and objectives:
> …
> (h) Foster the economic and efficient utilization of public funds.

…

(e) Provide an adequate stock of books and other materials sufficient in size and varied in kind and subject matter to satisfy the library needs of the people of the state.

…

(c) Provide adequate library materials to satisfy the reference and research needs of the people of this state.

…

(b) Provide library materials for student needs at every educational level.

ILLINOIS LIBRARY DELIVERY SERVICE (ILDS)

The Illinois Office of the Secretary of State/Illinois State Library provides the funding for the statewide delivery backbone, commonly referred to as the ILDS. This backbone interconnects delivery for all three library systems (CPLS, IHLS, RAILS) and their respective hubs, the Illinois State Library, and the majority of academic libraries in the state. The University of Illinois/Consortium of Academic and Research Libraries in Illinois (CARLI) receives grant funding from the Illinois State Library to administer and operate the ILDS.

The Illinois State Library and CARLI work as partners to ensure the quality and integrity of this service.

LIBRARY SYSTEMS

The Illinois Library System Act [75 ILCS 10] and its relationship with library networking, cooperation, and delivery has been summarized in the preceding section.

The library systems' delivery "service standards" are specifically identified in the Illinois Administrative Code: 23 IL ADC 3030.50 (i).

The Delivery Committee's additional recommendations are:

- **On an annual basis, the library systems shall provide the Illinois State Library with an updated list of the delivery status for each ILLINET member.**
- **The library systems shall offer delivery orientation and continuing education on a recurring basis.**

ILLINET MEMBERS

The Delivery Committee's recommendations for the ILLINET Members' Delivery Responsibilities are:

- **Comply with all delivery policies, procedures, and guidelines; failure to comply can result in suspension of delivery service or library system membership,**
- **Designate staff to oversee delivery at their libraries,**
- **Prepare shipments in advance so that the delivery service provider is not delayed,**
- **Unpack and process all incoming interlibrary loan material by the end of the library's next business day,**
- **Participate in a community concept delivery model, as determined through consultation and negotiation with the library system or CARLI/ILDS, that accommodates and supports the continued efficiency and effectiveness of the delivery service operation and designated delivery schedule by enabling delivery access to library facilities via keys/security codes or installation of a delivery lock box,**
- **Designate, within the facility, a secure delivery drop point area that is located at an easily accessible and convenient entrance or provide outside the facility a secure and conveniently located drop box (either solution must serve to expedite delivery efficiency and shall be made in consultation and negotiation with the library system or CARLI/ILDS),**
- **Communicate, in a timely manner and in accordance with established procedures, any delivery needs or concerns to the library system or CARLI/ILDS.**
- **Ship returnables within Illinois using either the library system delivery service or the ILDS as the primary shipping service,**
- **Transmit non-returnables electronically; however, use alternative shipping options (the library system delivery service or the ILDS, USPS [United States Postal Service], or commercial courier) when electronic transmission capabilities are impractical or unavailable,**
- **Comply, when using either the library system delivery service or the ILDS, with the United States Postal Service's, Private Express Statutes, 39 CFR [Code of Federal Regulations] 310.3 (a) and the Letters Carried out of the Mail, 39 USC [United States Code] 601 (a). Refer to the Illinois Office of the Secretary of State's Memorandum, "Delivery of Library Materials, November 27, 2012" as the guidelines for determining delivery compliance (Appendix D).**
- **Package materials for delivery in accordance with the statewide guidelines in order to prevent damage or loss in shipment,**
- **Label materials using the statewide standardized or authorized delivery labels,**
- **Submit responses to any delivery surveys or statistical samplings, and**

- **Attend delivery continuing education offerings at the library system or state levels.**

CHAPTER 2

DELIVERY ADMINISTRATION: CORE SERVICE PRINCIPLES AND PRACTICES

Over the years there have been a number of divergent, regionally-based delivery service practices. Currently there are only three library system delivery services and the ILDS backbone; therefore, now is the time to eliminate the various divergent practices and standardize the core service principles and practices for delivery. This process involves examining the various service principles and practices from both an efficiency and a service viewpoint, e.g., simplifying and expediting delivery service stops, considering night vs. day delivery, standardizing holidays and delivery containers, and ensuring legal compliance for drivers and vehicles. The Delivery Committee's work is summarized below.

DELIVERY TO ONE LOCATION PER ILLINET MEMBER AGENCY VS. DELIVERY TO OUTLETS

The traditional delivery practice has been to deliver to one location per ILLINET member agency. If that ILLINET member agency had "outlets," then delivery to those "outlets" was the ILLINET member agency's responsibility. Outlets are library service units commonly identified as "branches" (typically associated with a public, academic, or special library) or "buildings" (typically associated with a school district). There are only a limited number of outlets that receive direct delivery from either the library system or the ILDS. This practice is the result of variant service offerings throughout the years. In order to ensure statewide fairness and equity to all ILLINET member agencies with outlets, to promote statewide standardization efforts, and to allow time for implementing change, the proposed solution for creating consensus and bringing uniformity to this issue is for the Delivery Committee to consider the concepts of "grandfathering" and "sunsetting."

The Delivery Committee's recommendations are:

- **To ensure statewide standardization, library delivery service shall be made to only one location per ILLINET member agency. Delivery to that ILLINET member agency's outlets is the responsibility of that ILLINET member agency. The delivery service provider shall determine if delivery service to outlets will be offered as a service option, and, if so, the delivery service provider shall operate the service only as a fee-based service.**
- **Those outlets currently receiving delivery will be grandfathered for a minimum of one year and during that year the Illinois State Library, the library systems (IHLS, RAILS), and CARLI/ILDS shall establish a "sunset date" to comply with either delivery being made to one**

location per ILLINET member agency or delivery to any outlets being offered only as a fee-based service.

ACCESS: 24/7/365

Twenty-four hour access to library facilities for delivery, which include night delivery, is ideal. Twenty-four hour access enables delivery to be scheduled and operated at the convenience of the delivery service provider which enables routing efficiencies and offers potential cost savings.

The Delivery Committee's recommendations are:

- **Keys and security codes to library buildings shall be given to delivery personnel to facilitate delivery during hours the library is closed.**
- **ILLINET members that are unable (e.g., legal issues, board and/or corporate authority issues, or other specific identified issues) to provide 24/7/365 access (keys, security codes) for delivery personnel shall work in cooperation with the library system or CARLI/ILDS to resolve the issue(s) if possible, e.g., by participating in an alternative delivery method, specifically the community concept delivery model or installing a delivery drop box.**

ACCESS: DELIVERY-FRIENDLY SERVICE ENTRANCE AND EXPEDIENT DROP POINT

Every ILLINET member should carefully consider the "access" impact on the delivery drivers and should offer both an ergonomically friendly entrance and a convenient drop point for delivery containers.

The Delivery Committee's recommendation is:

- **Every ILLINET member shall provide a secure, convenient, designated area within their facility for delivery of library materials. Optimally this delivery "drop point" will be near the most appropriate, accessible entrance.**

ROUTE SCHEDULES

The library system (or the agency monitoring a contractual delivery service) is responsible by statute/administrative law (or by contract) for establishing and annually monitoring the efficiency and effectiveness of the delivery service. No one library can be assured of a particular timeslot for delivery.

The Delivery Committee's recommendation is:

- **Route schedules shall be reviewed by delivery staff (the library systems, CARLI/ILDS) at least annually and modified accordingly as warranted.**

NIGHT VS. DAY DELIVERY

Night delivery expedites delivery by:
- Avoiding daytime traffic congestion in metropolitan areas,
- Enabling delivery service providers to implement routing efficiencies that supersede and surpass operating a delivery service based on the libraries' schedules,
- Assuring that interlibrary loan materials are available for processing when the library opens, and
- Allowing greater flexibility in scheduling and processing of resource sharing requests, e.g., pick or holds lists.

The Delivery Committee's recommendation is:

- **An annual review of night vs. day delivery alternatives shall be conducted by delivery staff (the library systems, CARLI/ILDS) and, where practical and feasible, shall be implemented.**

HOLIDAY STANDARDIZATION

The Delivery Committee reviewed the current holiday delivery practices of the library systems and CARLI/ILDS. Results of library systems' holiday surveys of ILLINET members were shared and considered as a part of the decision making process. The recommendations presented below are the results of significant discussions in the effort to implement statewide, standardized holiday delivery practices.

The Delivery Committee's recommendations for holiday delivery are:

- **All delivery service providers (the library systems and CARLI/ILDS) SHALL provide delivery on these five holidays:**
    - **Columbus Day (October)**
    - **Veterans Day (November)**
    - **Lincoln's Birthday (February)**
    - **Presidents' Day (February)**
    - **Pulaski Day (March)**

- **All delivery providers (the library systems and CARLI/ILDS) SHALL observe these holidays and, therefore, WILL NOT provide delivery on the seven holidays:**
    - **Independence Day (July)**
    - **Labor Day (September)**
    - **Thanksgiving Day (November)**
    - **Christmas Eve (December)**
    - **Christmas Day (December)**
    - **New Year's Day (January)**
    - **Memorial Day (May)**
- **Subject to each delivery providers' (the library systems and CARLI/ILDS) service option, these holidays shall remain as variant holidays:**
    - **Thanksgiving Friday (November)**
    - **Martin Luther King, Jr. Day (January)**

DELIVERY DRIVERS, VEHICLES, AND PROOF OF INSURANCE: LEGAL COMPLIANCE STANDARDS

The Delivery Committee discussed safety and legal issues and developed recommendations to ensure that drivers and vehicles are legally compliant, and that all delivery service providers are insured to cover cases of loss or exposure to risk when transporting library materials and servicing ILLINET members.

The Delivery Committee's recommendations are:

- **All delivery service providers shall perform these "checks" as a part employment practices when hiring a delivery driver:**
    - **a background check,**
    - **an Illinois' drivers license check, and**
    - **a driving record abstract check through the Illinois Office of the Secretary of State's Drivers Services Department.**
- **All delivery service providers shall issue standardized IDs for delivery drivers. Such identification, at a minimum, shall include a photo identification card.**
- **All delivery service providers shall use vehicles properly registered and licensed with the Illinois Office of the Secretary of State's Vehicle Services Department.**
- **All delivery service providers shall provide proof of insurance that covers cases of loss or exposure to risk.**

DELIVERY CONTAINERS

Various discussions proved to the Delivery Committee that a variety of delivery containers are still necessary in order for delivery to function practically and safely in a variety of library settings. The Delivery Committee agreed that statewide standardization of the variety of containers in use would be an important statewide strategy.

The Delivery Committee's recommendations are:
- **Contingent upon volume of materials, library accessibility issues, library or vehicle space limitations, and any appropriate contractual terms a variety of delivery containers are acceptable for statewide use including:**
  - **Totes/tubs (stackable) with secure lids,**
  - **Bags/pouches (waterproof) with zippered closures, and**
  - **Traditional library bags (canvas, vinyl).**
- **Containers for all of the delivery services shall be standardized.**
- **Forty pounds is the maximum acceptable weight limit per container.**
- **All delivery containers shall be appropriately labeled to facilitate delivery accuracy.**

CHAPTER 3

DELIVERY STATISTICS: COLLECTING, ANALYZING, AND EVALUATING DELIVERY DATA

Illinois does collect some delivery statistics. No formal standards, guidelines, or definitions exist in terms of collecting and counting those statistics. Since there is limited consistency in the processes, the analysis and the comparison of the data are skewed at best.

The Delivery Committee addressed the standardization of statistics charge by addressing these questions:
- What is the essential data?
- How easy/complicated is the data collection process?
- What use will be made of the data after it is collected?

The Delivery Committee's work is summarized below:

DELIVERY STATISTICAL COLLECTION AND DATA ELEMENTS

The Delivery Committee's principal recommendation is:

- **Delivery statistical data shall be collected, compiled, analyzed, and disseminated by the library systems, CARLI/ILDS, and the Illinois State Library. The delivery statistical data elements that will be collected are:**
  - **Miles driven,**
  - **Delivery stops made, and**
  - **Items transported.**

MILES DRIVEN AND DELIVERY STOPS MADE

Using fiscal year 2013 disparate, incomplete reporting data, the number of miles driven was approximately 1.6 million and the number of delivery stops made was 177,650. This underreported number underscores Illinois' commitment to fund statewide library delivery service. Just taking the annual mileage under consideration, the budgetary commitment and the long range planning for fuel, vehicle maintenance/repair, and vehicle replacement are significant.

Even though some delivery service providers (contractual and others) are not currently reporting these data elements, the universal collection of this data would be beneficial in terms of justifying the delivery service operations and budgetary needs.

ITEMS TRANSPORTED

There was significant Delivery Committee discussion about counting of containers vs. items. The Delivery Committee's consensus was that "items transported" is a tangible concept that had an identifiable meaning to and an impact on stakeholders, funders, and policy makers. Containers, on the other hand, seemed to be a nebulous concept with minimal statistical value.

Using fiscal year 2013 disparate, incomplete reporting data, the number of items transported was 36.7 million.

The Delivery Committee's specific recommendations for collecting and reporting the "items transported" statistical data element for each fiscal year are:

(Disclaimer: These recommendations apply only to the library systems. The ILDS libraries already count each item separately as a part of the delivery procedures and software functionality.)

- **Definition of items: Items are materials being sent between libraries for interlibrary loan, reciprocal borrowing, cataloging, or collection development purposes.**
- **Items being transported via delivery, i.e., being shipped from (outgoing) or being shipped to (incoming) the library systems' hubs, shall be individually counted and reported separately as outgoing or incoming.**
- **Each library system's delivery service shall manually count each item during simultaneous quarterly one week counts. To enhance validity of results, the weekly sampling should vary from quarter to quarter and the monthly samplings should vary from fiscal year to fiscal year. These quarterly counts will be used to calculate the total estimated number of items transported during the fiscal year.**

There also was discussion about various ways to collect these statistics in order to avoid labor intensive processes for both the delivery service providers and the ILLINET members. Alternative ideas centered primarily on using data from the various automation consortia; however, not all of Illinois' automation consortias' statistical parameters might have been programmed to collect all of the required data. In addition, many libraries have stand-alone automation systems or are not automated thereby adding more layers and complications to the statistical collection process.

Another idea considered was "bar or RFID" coding of all items in delivery in order to eliminate manual counting. Once again, however, the issue of automated vs. non-automated libraries arose, and this idea was tabled.

COMPILATION, ANALYSIS, AND DISSEMINATION OF DELIVERY STATISTICS

Illinois' delivery services are one of the most valued and treasured services throughout the entirety of Illinois' library community. Through the collection and sharing of delivery statistics, a heightened awareness of Illinois' cooperative resource sharing spirit can be reinforced, reinvigorated, and strengthened.

The Delivery Committee's recommendation is:

- **The delivery statistical data elements' counts by each of the delivery service providers (the library systems and CARLI/ILDS) shall be submitted to the Illinois State Library on a predetermined, mutually agreeable timetable [quarterly]. The Illinois State Library shall compile, analyze, and disseminate the information [annually].**

CHAPTER 4

DELIVERY AND RESOURCE SHARING: PARTNERING TO EXPEDITE SERVICE

Delivery is one of the components of resource sharing, the others being interlibrary loan and reciprocal borrowing. Delivery is a statewide core service; therefore, the Illinois State Library is ultimately responsible for ensuring the funding for delivery services and monitoring the efficiency and cost-effectiveness of those services for all ILLINET members.

Use of statewide delivery services by all ILLINET members must be the rule, not the exception. Illinois' commitments (statutorily, fiscally, cooperatively) to delivery are exemplary and serve as a model envied by other states.

Because the relationship between interlibrary loan and delivery is typically a symbiotic one, interlibrary loan requests must be processed and prepared for delivery as a service priority and, in turn, delivery operations must sort and deliver those materials in an efficient and timely manner. Minimal turnaround time for both service operations is essential. The ultimate goal is to fulfill each patron's informational, recreational, or other needs rapidly ensuring each patron's satisfaction.

The Delivery Committee's (in consensus with the ILLINET Interlibrary Loan Code Committee) recommendations are:

- **Use of statewide delivery services by all ILLINET members shall be the rule, not the exception.**

  - **Per the <u>ILLINET Interlibrary Loan Code</u>:**

    1. **Shipment of Returnables and Non-Returnables**
       A. **Returnables: Every ILLINET member shall use either the library system delivery service or the ILDS as their primary shipping service for returnables within Illinois.**
       B. **Non-returnables: Every ILLINET member shall transmit non-returnables electronically; however, use alternative shipping options (the library system delivery or the ILDS, USPS, or commercial courier) when electronic transmission capabilities are impractical or unavailable.**

    2. **Every ILLINET member, using either the library system delivery service or the ILDS, shall comply with the USPS, <u>Private Express Statutes</u>, <u>39 CFR</u> <u>[Code of Federal Regulations] 310.3 (a)</u> and the**

Letters Carried Out of the Mail, **39 USC [United States Code] 601 (a)**. **Refer to the Illinois Office of the Secretary of State's Memorandum, "Delivery of Library Materials, November 27, 2012," as the guideline for delivery compliance (Appendix D).**

3. **If the supplying or requesting library chooses not to ship materials via the library system delivery service or the ILDS, then the libraries shall negotiate alternate shipping conditions prior to the shipment or return of the material. Alternate shipping conditions include, but are not limited to, use of USPS or a commercial courier.**

- **Every library shall make response time to interlibrary loan requests a service priority.**

  - o **Per the ILLINET Interlibrary Loan Code:**
    The supplying library shall respond to all interlibrary loan requests within one working day or no longer than three working days of receipt.

- **Delivery load leveling techniques shall be adopted as best practices.**

  - o **Library materials with holds shall be routed to the next library in the holds queue rather than being returned to the owning library.**
    - ➤ This recommendation generally would apply to holds within the same resource sharing consortium.
    - ➤ This practice expedites receipt of materials by patrons and eliminates unnecessary handling in delivery.
    - ➤ A noted exception is when holds' management functionality allows the lending library's patrons to have priority over pending interlibrary loan requests.

  - o **Libraries participating in resource sharing consortia shall investigate the concept of floating collections, conduct a pilot study if feasible, and, if practical and beneficial, then implement this concept.**
    - ➤ A floating collection is the practice of shelving/housing any borrowed items, without any requests/holds, at the requesting library rather than returning those items to the lending library.
    - ➤ This practice reduces or eliminates the impact on delivery handling processes and delivery volume.

> ➢ A noted exception is when the owning library's governing authority or local policies do not allow this practice.

- **Sorting and processing of materials on delivery shall be handled in a timely manner in order to enhance resource sharing turn-round response time.**

    - o **All incoming library deliveries arriving at a delivery hub (library system, ILDS drop/hub, or contractual delivery provider) shall be processed and sorted on the day of arrival in order to guarantee shipment of those materials on the next outgoing delivery.**

    - o **As a statewide best practice that enables same day delivery, libraries have the option, in order to accommodate an immediate or a special circumstance's interlibrary loan need, to sort and separate items for libraries following theirs WHEN those libraries are on the same delivery route and WHEN those libraries receive delivery that same day.**

CHAPTER 5

DELIVERY SERVICE MODELS: EQUALIZING, STANDARDIZING, AND ENHANCING SERVICE

To ensure fairness, equity, accountability, and transparency in delivery service on a statewide basis, the current service model, that uses volume to determine per week delivery frequency, needs to be reviewed and updated for statewide standardization and implementation. In addition, a new model, based on delivery to each community rather than to each ILLINET member within that community, is proposed. This community concept model will serve to reinvent delivery and enhance library cooperation and collaboration.

THE VOLUME-BASED DELIVERY FREQUENCY MODEL: REVIEWING AND EFFECTUATING THE VOLUME/FREQUENCY STANDARD

IHLS and RAILS currently operate their respective vehicular delivery services on a volume-based model that establishes a baseline for delivery frequency to ILLINET members. For each ILLINET member receiving vehicular delivery the number of deliveries per week is calculated based on the volume of materials (items) shipped and/or received. Frequencies vary from a minimum of 1 day per week to a maximum of 5 days per week. In addition, ILLINET members that use delivery infrequently (or not at all) are considered as "on demand" libraries. "On demand" libraries (also known by a variety of other names including, but not limited to, "on call" and "mail") may receive delivery using one or more methods, e.g., library system vehicular delivery, USPS, commercial courier.

The issues, related to volume and its impact on frequency, include:
- Statewide volume standardization has not been adopted between IHLS and RAILS; therefore, currently there is no statewide guarantee that ILLINET members located in the northern, southern, western, or eastern part of the state will receive the same frequency of delivery based on volume.
- IHLS and RAILS each have a volume-based frequency standard for their ILLINET members; however, there is no guarantee that ILLINET members within the same library system, but served by different hubs, will receive the same frequency of delivery. Some hubs continue to operate using the standard that was in place prior to the library system mergers. As a result, the volume-based frequency standard is only used as a guide and varies at each hub within a library system.

A statewide volume-based frequency standard was proposed in 2006/07 by an Illinois State Library Ad Hoc Delivery Study Group. The proposed standard was reviewed and discussed by the Illinois Library System Directors' Organization (ILSDO). In 2007, some library systems adopted and implemented the standard while others did not.

The table that follows summarizes and quantifies the preceding narrative information.

Frequency (Days per Week)	Total ILLINET Member Agencies (Excluding ILDS & CPLS)	IHLS ILLINET Member Agencies	RAILS ILLINET Member Agencies	IHLS Volume-based Standard (Current)	RAILS Volume-based Standard (Current)	2006/07 Volume-based Standard
5	447	69	378	Delivery Supervisor's Discretion	600+	250+
4	76	66	10	400+	301 – 599	130 – 250
3	110	77	33	200 – 399	151 – 300	060 – 129
2	343	191	152	050 – 199	050 – 150	010 – 059
1, 0, "On Demand"	998	149	849	001 – 049	001 – 149	001 – 009
TOTAL	1,974	552	1,422	----	----	----

The current Delivery Committee's charge was to review and reestablish a statewide standard for delivery frequency based on volume in order to insure delivery fairness and equity to all ILLINET member agencies regardless of their library system affiliation or delivery hub location.

The Delivery Committee considered a number of scenarios using a variety of data sources, e.g., the 2006/07 proposal, both IHLS and RAILS' current volume/frequency standards, averages based on both the 2006/07 proposal as well as IHLS and RAILS' data, as they worked to revise and update the volume-based standard. Both IHLS and RAILS were asked to share with the Delivery Committee the impact that some of these proposals would have on their delivery operations (budgeting, staffing, number of stops and ILLINET member agencies).

The general consensus of the Delivery Committee was that the Illinois State Library and the library systems are the logical partners to resolve this issue.

The Delivery Committee's recommendation is:

- **The Illinois State Library and the library systems shall cooperatively resolve the details for updating and implementing a current statewide volume-based frequency standard using the information, especially the last two columns, from the table that follows.**

Frequency (Days per Week)	Total ILLINET Member Agencies (Excluding ILDS & CPLS)	IHLS ILLINET Member Agencies	RAILS ILLINET Member Agencies	IHLS Volume Standard (Current)	RAILS Volume Standard (Current)	2006/07 Volume Standard	AVG OF ITEMS 2007, IHLS, & RAILS	ROUNDED AVG OF ITEMS 2007, IHLS, & RAILS
5	447	69	378	Delivery Supervisor's Discretion	600+	250+	425+	425+
4	76	66	10	400+	301 – 599	130 – 250	277 – 416	277 – 424
3	110	77	33	200 – 399	151 – 300	060 – 129	137 – 276	137 – 276
2	3	191	152	050 – 199	050 – 150	010 – 059	036 – 136	070 – 136
1, 0, "On Demand"	998	149	849	001 – 049	001 – 149	001 – 009	001 – 069	001 – 069
TOTAL	1,974	552	1,422	----	----	----	----	----

The primary issue with a statewide volume-based delivery frequency model is its limited viability and effectiveness in the twenty-first century. Until the community concept delivery model, described in the next section, is fully operational and moves a majority of the ILLINET member agencies within the state to a new delivery service plateau, the volume-based delivery frequency model will continue to serve in a transitory capacity.

THE COMMUNITY CONCEPT DELIVERY MODEL: THE VISION FOR STATEWIDE FIVE DAY PER WEEK DELIVERY TO LIBRARY COMMUNITIES

The current frequency standard, as prescribed by the Illinois Administrative Code [23 IL ADC 3030.50 (i) (D)], is: "Each [ILLINET] member library shall receive direct delivery a minimum of two times per week when it needs and requests such delivery."

Throughout the various discussions, the Delivery Committee was challenged not only to standardize and offer improvements to the current delivery services but also to serve as a catalyst for change to foster twenty-first century delivery models and solutions. Delivery must continue to evolve in terms of efficiency, viability, and service competiveness/patron satisfaction.

The underlying question fostering the various discussions was: "Is delivery less than five days a week, particularly only 2 days a week or less, sufficient in meeting library patrons' expectations?" The general agreement was that the "gold standard" delivery service for the state should be five day a week delivery with the preeminent issue for resolution being how could five day a week service be offered and become a statewide reality.

The current volume-based frequency model was examined in spreadsheet format and sorted by municipality. The table that follows quantifies, for delivery purposes, the total number of communities (municipalities) where IHLS and RAILS' ILLINET member agencies are located.

LIBRARY SYSTEM	ILLINET MEMBER AGENCIES	COMMUNITY DROP POINT (MUNICIPALITIES)
IHLS	552	279
RAILS (excluding Comet)	1,219	475
Sub-total	1,771	754 (754/1,771 = 43%)
RAILS (Comet only)	203	1 (Primarily the city of Chicago)
TOTAL	1,974	755

Currently IHLS delivers to 552 ILLINET member agencies using a variety of frequencies; however, if IHLS were able to deliver only to the 279 municipalities hosting the 552 ILLINET member agencies, then five day a week delivery most certainly could become a reality. The same is true for RAILS with 1,219 ILLINET member agencies located in 475 municipalities. Note that RAILS contracts with Comet Messenger Service for delivery to its City of Chicago ILLINET member agencies (academic, school, and special).

In further examination of the frequency model, the inequities and variances abound. A community (municipality) may have ILLINET members receiving delivery from 1 – 5 days per week, "on demand" (including "on call," USPS, commercial courier), and via the ILDS. The obvious question is why do all these variances exist, and the answer is that the volume at each ILLINET member has, over the years, determined the frequency. The goal, however, should be to offer that community five day a week delivery with a delivery drop point where all the ILLINET member agencies could receive/return delivery. As a result, the community concept of delivery was envisioned.

The Delivery Committee debated the pros and cons of this concept, many of which are identified in the information that follows. The most positive asset is that both IHLS and RAILS already have ILLINET member agencies using the community concept delivery model either on a case-by-case or delivery hub basis; therefore, those ILLINET member agencies will serve as the initial models for extending the community concept of delivery on a regional and, ultimately, a statewide basis.

The Delivery Committee's recommendation is:

- **The community concept delivery service model shall be adopted and implemented statewide with ILLINET member agencies' participation being requisite/mandatory. The Illinois State Library, the library systems, and CARLI/ILDS are charged with the responsibility for strategizing, planning, testing, and implementing this service model.**

The Delivery Committee offered these caveats and recommendations to consider as a part of the planning process and implementation phase for this model:

Goal for the Community Concept Delivery Model
- The goal for community concept delivery is 5-day per week library delivery to one designated primary delivery drop point per community.

Definition of Community Concept
- Community Concept refers to the delivery service model where EITHER one ILLINET member agency within a community serves as the primary delivery drop point for all (or most) ILLINET member agencies within that community OR a community drop box/location serves as a primary delivery drop point for all ILLINET member agencies' deliveries within that community. The primary delivery drop point in a community, for example, might be a central, larger volume library where all the smaller, lesser volume libraries' deliveries are dropped.

Factors for Consideration in Determining the Primary Drop Off Location
- Centralized location and accessibility,
- Space availability in the ILLINET member agency,
- 24/7/365 Accessibility: The primary drop off location must allow EITHER 24/7/365 access OR drop box installation on their property (or elsewhere in the community).
- 12 months a year continuous operation,
- Volume of items shipped and received (and other statistical factors),
- Community needs vs. resistance to change, and
- Hours of operation and impact on staffing

Contract/Memorandum of Agreement among Participating ILLINET Member Agencies
- A statewide, standardized memorandum of agreement/detailed contract needs to be developed and signed by all participating ILLINET member agencies within a community. Undoubtedly some additions or clarifications will need to be addressed, contingent upon the community and its ILLINET member agencies. Factors to be addressed in the contract/memorandum of agreement include, but are not limited to:
  - Responsibilities and expectations for all the participating ILLINET member agencies,
  - Any associated costs,
  - Risks and liabilities involved, and
  - Service and cooperative benefit(s) among all the participating ILLINET member agencies.

In conclusion, the Illinois State Library, IHLS, RAILS, and CARLI/ILDS will work together to develop and implement this service model.

CHAPTER 6

CUSTOMER SERVICE ENHANCEMENTS AND STATEWIDE COORDINATION OF DELIVERY

Customer service is an integral part of any and all library services. The Delivery Committee addressed customer service in terms of statewide standardization and potential areas for enhancement or improvement.

The implementation of the Delivery Committee's complete package of recommendations was addressed as a customer service issue as well. The Illinois State Library will serve as the lead agency to ensure that this Delivery Committee's work is carried forward and implemented.

CUSTOMER SERVICE COMPONENT

The Delivery Committee discussed a number of delivery customer service components and explored a variety of models, i.e., centralized vs. decentralized vs. a hybrid of both, for offering, enhancing, and standardizing customer service. The Delivery Committee was unable to reach consensus on a single delivery customer service model for the state; however the Delivery Committee did agree that standardizing—or at least bringing some uniformity to—certain delivery service components would be beneficial.

These customer service components for ILLINET members emerged as potential preferences for future collaboration:

- **Creation of a centralized website for delivery that shall serve as a standardized resource for all delivery information (Links will include, but not be limited to: library directory information, contacts, route information and schedules, maps, statewide standardized delivery label program, FAQ [frequently asked questions], delivery legal information, policies, procedures, overview of delivery holiday schedules.)**
- **Implementation of web-based trouble tickets/reporting forms for delivery issues, and**
- **Enhancement of continuing education and orientation for delivery: e.g., standardized webinars and tutorials on packaging and labeling.**

Planning and implementation for this customer service component is included as a part of the statewide delivery administrative role identified in the next section.

STATEWIDE DELIVERY ADMINISTRATIVE ROLE: DELIVERY IMPLEMENTATION COORDINATOR FUNCTION

The Delivery Committee has presented a number of recommendations for implementation that will require the cooperative efforts of all stakeholders (the Illinois State Library, the library systems, CARLI/ILDS, and the ILLINET members). Commitment of time and staff is critical for planning the operational details, testing as necessary, and implementing the recommendations. There is a significant need for a statewide administrative role that will coordinate the implementation phase of the Delivery Committee's recommendations as well as monitor on-going statewide delivery programs and service models. This administrative role/implementation function is parallel to the FILC Study's recommendation for an Illinois Logistics Coordinator role/function. Examples of some of the delivery projects to be implemented include, but are not limited to:

- Community Concept Delivery Model,
- Customer service enhancements (as noted in the Customer Service Component section above),
- Sorting efficiencies at delivery hubs (staffing and fiscal impacts),
- Statewide delivery label standardization,
- Statistical collection standardization, and
- Delivery orientation and continuing education.

The Illinois State Library's recommendation is:

- **The Illinois State Library shall work with all appropriate stakeholders to develop strategies that will create, enable, and support the delivery administrative role/implementation functions.**

CHAPTER 7

DELIVERY MECHANICS: THE ABC'S OF PREPARING MATERIALS FOR DELIVERY AND PACKING DELIVERY CONTAINERS

Libraries play an important role as partners in making delivery successful. Libraries must package materials to help minimize damage throughout delivery, label materials appropriately to expedite accurate sorting processes, and pack delivery containers ergonomically to minimize materials' damage and protect delivery drivers' physical safety.

A - PACKAGING MATERIALS FOR PROTECTION: RECOMMENDATIONS AND BEST PRACTICES

"Use protection" is the most pragmatic delivery preparation practice to apply when packaging materials that are fragile, historical, or 'at high risk of damage,' e.g., audiovisual.

The Delivery Committee's recommendations and best practices for "packaging" are:

OWNERSHIP (PROPERTY) MARK

- **All materials (including items/pieces, if practical) shall be identified with a current ownership mark that is readily visible.**
- **The basic ownership mark shall be the library's legal name. Additional detail (city or complete address) may be necessary in order to identify libraries (or branches/buildings) with identical or similar names.**

RESPONSIBILITIES OF THE SUPPLYING AND REQUESTING LIBRARIES

- **Materials shall be packaged to prevent damage or loss in shipment. The supplying library shall notify the requesting library of any special packaging and shipping requirements before sending the material. The requesting library shall comply with the requirements as stipulated.**

BUNDLING

- **Bundling of non-fragile materials is a delivery shipping option.**
- **As a general guideline, no more than three items of approximately the same size and being routed to the same requesting or supplying ILLINET member shall be bundled together. The bundle shall be ergonomically manageable by hand (no more than 3 or 4 inches high).**

- **Bundled materials shall be adequately secured, using rubber bands or string, so that separation during delivery will not occur.**
- **A delivery label shall be affixed to each item in a bundle as well as to the exterior of the bundle. Only items being routed to the same requesting or supplying ILLINET member shall be bundled together.**

PACKAGING – BASICS

- **Basic Recommendations:**
    - o **The requesting library shall abide by the supplying library's packaging conditions and instructions.**
    - o **Items that are considered fragile or historical shall be packaged for protection in delivery. Consider using both outer packaging containers and inner protective packaging supplies.**

- **Outer Packaging Containers**
    - o **Outer Packaging Container Types: Examples**
        - ➢ **Boxes**
        - ➢ **Padded/Jiffy Bags**
    - o **Guidelines**
        - ➢ **Re-use of outer packaging containers is acceptable and encouraged subject to the condition of that packaging. When in doubt, do not reuse.**
        - ➢ **All previous labeling shall be removed or crossed out in order to facilitate delivery efficiency and accuracy.**
        - ➢ **Outer packaging containers shall be sealed with tape NOT staples.**
        - ➢ **A delivery label, for the intended destination ILLINET member, shall be affixed to each item within the packaging container as well as to the exterior of the outer packaging container.**

- **Protective Packaging Supplies (Generally for use within an outer packaging container)**
    - o **Protective Packaging Types: Examples**
        - ➢ **Bubble Wrap**
        - ➢ **Newspaper**
        - ➢ **Cardboard**
    - o **Guidelines**
        - ➢ **Re-use of protective packaging supplies is acceptable and encouraged subject to the condition of that packaging. When in doubt, do not reuse.**

> ➤ **Protective packaging, when used, shall be sealed with tape NOT staples.**

PACKAGING FOR SPECIFIC MATERIALS' TYPES

- **AUDIOVISUAL TYPE MATERIALS (CD'S, RECORDS, AUDIOBOOKS, DVD'S, VIDEOS, MICROFILM)**
    - o **These types of materials (and their standard cases) are fragile and subject to damage in delivery; therefore, use of protective packaging is strongly recommended.**
    - o **Ship using non-breakable outer cases, if available. As an alternative, ship audiovisual type materials using an outer packaging container, other types of protection (such as bubble wrap), or both.**

- **OTHER FRAGILE MATERIALS' TYPES (MAGAZINES, THIN BOOKS, PAMPHLETS, MICROFICHE)**
    - o **These types of materials are fragile and subject to damage in delivery; therefore, use of protective packaging is strongly recommended.**
    - o **Ship using an outer packaging container and, as necessary, inner protective packaging such as two pieces of cardboard. As an alternative, ship these types of fragile materials using an outer packaging container, other types of protection (such as bubble wrap), or both.**
    - o **Bundling and/or rubber banding of these materials' types is not recommended.**

B - LABELING MATERIALS FOR ACCURACY AND SORTING EFFICIENCY: RECOMMENDATIONS AND BEST PRACTICES

Delivery labeling undoubtedly was one of the most divergent practices as well as one of the most controversial issues addressed by the Delivery Committee. In developing the recommendations that follow a number of practices were reviewed, e.g., labels currently in use, handwritten vs. printed labels, legal names vs. delivery codes. Other factors considered were library workflows and information needed to expedite delivery accurately and in a cost effective manner.

In looking at delivery label examples from other sectors, specifically states that had implemented a statewide delivery label and commercial courier services, one characteristic that they all shared was the use of a standardized delivery label. The standardized label enables efficiency and cost effectiveness in delivery operations.

The Delivery Committee acknowledged the existing labeling dichotomy between library processes and delivery standards, i.e., that the most efficient or the most cost effective labeling process for libraries may not necessarily be the most efficient or the most cost effective labeling standard for delivery service operations as a whole.

The Delivery Committee's recommendations and best practices for "labeling" are:

LABELING BASICS:

- **The statewide standardized or authorized delivery label shall be securely affixed to each item in order to facilitate delivery efficiency and accuracy.**
- **A delivery label shall be affixed to each item in a bundle as well as to the bundle. Only items being routed to the same requesting or supplying ILLINET member shall be bundled together.**
- **The library's full (or abbreviated, if statewide standardized abbreviations are used) legal name (and city, as necessary) shall be used in the delivery label's "ship to" data field in lieu of codes or other designations which can be easily misinterpreted.**
- **Computer generated labels are preferred. If delivery label information is handwritten, then it shall be legible.**
- **Best practice conservation techniques shall be used when attaching labels to items (or including paperwork within items); specifically,**
  - **Place a delivery label over the item, a rubber band around the item, and affix tape to the rubber band and label.**
  - **Removable tape may be used as an alternative; however, use best judgment in affixing removable tape directly to an item.**

STATEWIDE STANDARDIZED DELIVERY LABEL RECOMMENDATION:

The Delivery Committee's recommendations are:

- **The Illinois State Library, the library systems, and CARLI/ILDS shall work cooperatively to create, test, and implement one statewide standardized, computer generated delivery label.**

The use of one statewide standardized delivery label by all ILLINET members would simplify training, reduce confusion about disparate labeling options and practices, utilize a single uniform source of information for the data, promote standardization of a statewide delivery identity and cohesiveness, and improve sorting processes.

The Committee reviewed examples of standardized delivery label in use by other states, including Ohio, Maine, Mid-America Library Alliance (Missouri, Kansas, Colorado,

Wyoming, Iowa, Illinois, Texas, New Mexico, Arkansas, and Oklahoma), Wisconsin, and New Jersey.

- **The recommended data fields for Illinois' statewide standardized delivery label shall include:**

  - **CODES AREA - Corresponding with information in the TO area**
    - **ILDS – ILDS hub code**
    - **LOCAL – Code or abbreviation assigned by the library system for delivery routing purposes**
    - **ROUTE # - Library system route #, if applicable**

  - **TO:**
    - **Legal Name of Library**
    - **City**

  - **FOR:**
    - **Legal Name of Library OR Legal Name of Branch or Building (as applicable)**
    - **City**

  - **FROM:**
    - **Legal Name of Owning Library**

  - **__HOLD or __RETURN: (Not a delivery component but useful for some libraries)**

- **Other recommendations for the statewide standardized delivery label are:**
  - **A single uniform source of information for the label data shall be utilized. The Illinois State Library shall work with the library systems and CARLI/ILDS to determine the best data source. (L2 currently serves as the most viable option.)**
  - **The label shall be a computer generated, PDF label.**
  - **The labeling menu shall offer drop down functionality.**
  - **The label print functionality shall offer the options to print one or multiple labels for the same destination and to select between "sticky" and "non-sticky" labels.**
  - **The Illinois State Library shall offer printer grants to assist libraries with the purchase of compatible printers.**

Label Alternatives:

- **The Delivery Committee recognized the fact that some automation consortia have the ability to generate "transit slips" (variant names among the consortia) that are used as a delivery label. The Delivery Committee acknowledged these "transit slips" as acceptable alternatives with the**

caveat that the "transit slips" shall be user-friendly, i.e. include appropriate information from the recommended data fields and utilize an easily readable font size.

- **All the automation consortia consultants, in consultation with their respective delivery consultants, shall explore delivery label functionality options with their software vendors based on the statewide standardized data fields' recommendations.**

C - PACKING MATERIALS IN AND LABELING OF DELIVERY CONTAINERS: RECOMMENDATIONS AND BEST PRACTICES

Common sense again prevails as the best practice to follow for packing and labeling of delivery containers.

The Delivery Committee's recommendations and best practices for packing and labeling delivery containers are:

- **Heavier materials shall be placed in the bottom of delivery containers, and all fragile materials shall be placed in the top portion of the delivery container.**
- **A separate (or smaller) delivery container, if available, shall be used for the shipment of fragile materials.**
- **Delivery containers shall not be over packed. The statewide weight standard for delivery containers shall be a maximum of forty pounds. When in doubt, use of an additional delivery container is recommended.**
- **All delivery containers shall be appropriately labeled in order to facilitate delivery accuracy.**

CHAPTER 8

DRAFT IMPLEMENTATION TIMELINE: DELIVERY RECOMMENDATIONS AND PROJECTS

The table that follows addresses the draft timeline for implementation of the various delivery recommendations and projects as presented throughout the report. Note that the proposed implementation dates are tentative. Some of the recommendations are easy to implement. Others, however, are contingent upon a number of factors including, but not limited to:

- Planning time and discussions by the Illinois State Library, the library systems, CARLI/ILDS, and ILLINET members;
- Staffing issues,
- Budgeting issues, and
- Planning and implementing of the statewide delivery coordination function and responsibilities.

The Delivery Committee's recommendation is:

- **The Delivery Committee adopts the Draft Implementation Timeline: Delivery Recommendations and Projects.**

APPENDIX A
An Open Letter to the Illinois State Library Delivery Advisory Committee
May 22, 2013

Dear Illinois State Library Delivery Advisory Committee Members:

I sincerely and wholeheartedly thank you for lending your time and expertise to the important task of developing recommendations for uniform statewide delivery service. Delivery is the bedrock service that unites and enhances statewide resource sharing through ILLINET, the Illinois Library and Information Network. ILLINET is our multitype network consisting of over 5,000 system member libraries. Over the next few months, you will discuss topics that will help shape a statewide, standardized delivery service philosophy and model. The results of this committee's work will be a set of recommendations to standardize delivery, including a suggested implementation timeline. Consistency and standardization are critically important in order to ensure fairness and equity statewide; to maximize efficiencies in both delivery and sorting; and, therefore, to promote accountability and effective stewardship of grant dollars. The reason for this open letter is to provide an orientation to you for your work that lies ahead.

Our State's stand

The ISL directly and indirectly provides the mechanisms that enable online discovery and delivery of millions of Illinois library materials. Clearly, this agreement among the 5,000 ILLINET libraries is unique and envied nationwide. As members of the Illinois library community, we must seek to ensure the strength and duration of our foundation of interlibrary cooperation. The long-term viability of ILLINET as a network should transcend our concerns about minutia. Without these principles and our corresponding actions, our libraries would lose significant, treasured services in a time when the relevance of libraries is under scrutiny. Once cohesion is eroded, the justification for funding programs at the state level becomes much weaker, if not completely erased.

The goal of the Secretary of State's Office is to ensure a solid foundation for core services, to include delivery, the catalogs, and the talking book libraries. Our office has received the strongest possible support from the library community echoing that these core services are indeed the most valued by Illinois residents. Without statewide delivery, all components of resource sharing, but more specifically regional and statewide interlibrary loan, would be significantly fractured, segmented, or infeasible for a majority of Illinois libraries. Secretary of State and State Librarian Jesse White has affirmed repeatedly that the support, promotion and preservation of resource sharing are critically important to all programs and services administered by our organization.

Committee organization

The Ad Hoc ISL Delivery Advisory Committee (ISLDAC) is a subcommittee of the Illinois State Library Advisory Committee (ISLAC).

The ISLDAC is charged with crafting a single, seamless statewide delivery service model. Deliverables include developing a ***series of recommendations*** for ISLAC that will achieve uniform statewide delivery service, and a ***timeline*** for implementation of those recommendations. Steps necessary in order to accomplish the recommendations should be described. Factors that the ISLDAC should consider include:

- Equalizing delivery services on a fair and equitable basis, i.e., developing a frequency of delivery standard, identifying acceptable alternatives to vehicular delivery for libraries with minimal delivery volume, investigating a "community concept" delivery model, examining delivery practices in regard to deliveries at multiple locations ["branches" and "school attendance centers"] within a single administrative agency, and exploring the feasibility of uniform holiday schedules;
- Gathering statistics, including defining "statistics" and standardizing counting and reporting methodologies related to items and/or containers;
- Sorting (identifying sorting practices at the local library, delivery hubs, as well as the ILDS (Illinois Library Delivery Service) libraries and examining opportunities for standardization);
- Packaging and labeling (developing uniform practices for protecting materials in transit as well as labeling of both items/materials and delivery "containers");
- Training and communications;
- Integrating statewide technology/software solutions whenever feasible and possible;
- Ensuring compliance with federal postal regulations; and,
- Standardizing performance expectations for libraries, library systems, and ILDS.

Factors that affect service should be addressed as well:
- The ILLINET Interlibrary Loan Code [23 Ill. Adm. Code 3030. Appendix A] suggestions for revisions should reflect any expectations.
- Recommendations for changes to the Administrative Rules as necessary to support standardization and/or service levels.

The Committee's anticipated "final deliverables" will be presented for review and adoption by the Illinois State Library Advisory Committee in January 2014. Subsequent adoption and implementation by the library system boards (Chicago Public Library System, Illinois Heartland Library System, and Reaching Across Illinois Library System) and CARLI (Consortium of Academic and Research Libraries in Illinois) for the ILDS should follow.

The Administrative Code and the System Law
The Administrative Code (ADC or "the rules") helps state government implement the laws adopted by the Illinois General Assembly (GA). The ISL, established by law, has rules found in 23 IL ADC 3030 et seq. The rules have the same force and effect as law. Any activity undertaken by the ISL must be rooted in law or rule. As a body of state government, the authority to provide services and programs is determined by the GA through the promulgation of laws and rules. Unlike private sector business, we cannot conduct any activity unless authorized by the GA. Clearly, resource sharing figures prominently into the enabling legislation of the State Library Act [15 ILCS 320/1].

> *Purposes of the State Library.*
> *The Illinois State Library shall:*
>
> *…*
> *(f) Promote and develop a cooperative library network operating regionally or statewide for providing effective coordination of the library resources of public, academic, school, and special libraries.*
> *…*

Delivery and the Administrative Code

Delivery is incorporated under the ADC at 23 IL ADC 3030.50 (i); it is therefore, the responsibility of the Secretary of State (SOS) and the ISL to administer delivery. Change to the ADC is a process prescribed by the GA and overseen by its Joint Committee on Administrative Rules.

Libraries not meeting the minimum membership criteria established in ADC cannot receive library system or ISL services and/or funds such as delivery, grants, or library system membership. Beginning in January 2013, the ISL began an online certification process to ensure library system members in Illinois meet the minimum criteria prescribed in the ADC.

Library Systems

Because system membership is required in order to be eligible for grants and services, the body of law surrounding state grants programs rests in the Illinois Library System Act(75 ILCS 10/). Funding for the library systems is predicated on all libraries acting toward a single goal of providing resources to Illinois residents. Grant programs from the SOS have the goal of promoting statewide library cooperation. The prominence of resource sharing as the purpose and reason for the library systems is established in the very first paragraph of the System Act:

> *Because the state has a financial responsibility in promoting public education, and because the public library is a vital agency serving all levels of the educational process, it is hereby declared to be the policy of the state to encourage the improvement of free public libraries and to **encourage cooperation among all types of libraries in promoting the sharing of library resources**. In keeping with this policy, provision is hereby made for a program of state grants designed to establish, develop and operate a network of library systems covering the entire state.*

Our mighty heritage

Over the past fifty years, the cooperative actions of our state's libraries have contributed to the success of a statewide resource sharing service. The laws and rules that authorize the ISL and the library systems ensure that free access to all remains the cornerstone of our statewide system. Today, Illinois libraries, including the library systems and the ISL, support inter as well as intra-system borrowing to the betterment of the quality of life for Illinoisans everywhere. Every employee of every library in ILLINET can state that he or she can borrow a book/library materials from anywhere in the state, or even the world, to support our communities, one user at a time.

Conclusion

Through your work, the ISL will seek to ensure consistency in service and uniformity in methodology. A statewide delivery service that enhances and facilitates resource sharing to the fullest extent possible by every ILLINET member is one that can clearly support our rich statutory foundation.

With my best wishes for success,

Anne Craig
Director, Illinois State Library
acraig@ilsos.net

APPENDIX B
DELIVERY ADVISORY COMMITTEE
MARCH 2014

Ms. Marian Albers
Library Director
Mascoutah Public Library District
Mascoutah, Illinois

Ms. Leslie Bednar
Executive Director
Illinois Heartland Library System
Edwardsville, Illinois

Ms. Karen Bersche
Library Director
Towanda District Library
Towanda, Illinois

Ms. Debbie Bloom
Library Director
Ida Public Library
Ida, Illinois

Ms. Karen Bounds
Library Media Specialist
Centralia HSD #200
Centralia, Illinois

Ms. Pat Boze
Systems Consultant
Illinois State Library
Springfield, Illinois

Ms. Angela Campbell
Library Director
Rock Island Public Library
Rock Island, Illinois

Ms. Cynthia Colletti
Literacy Program Manager
Illinois State Library
Springfield, Illinois

Ms. Anne B. Craig
Director
Illinois State Library
Springfield, Illinois

Mr. Thomas Dorst
Retired Academic Librarian
Springfield, Illinois

Ms. Juliette Douglas
Operations/Human Resources Director
Illinois Heartland Library System
Edwardsville, Illinois

Ms. Lynn Elam
Library Director
Algonquin Area Public Library District
Algonquin, Illinois

Mr. Mark Hatch
Delivery/Facility Director
Reaching Across Illinois Library System
Burr Ridge, Illinois

Ms. Deanne Holshouser
Library Director
Edwardsville Public Library
Edwardsville, Illinois

Mr. Robert Jones
PLSC State Data Coordinator
Illinois State Library
Springfield, Illinois

Ms. Amanda McKay Biarkis
Library Director
Helen Matthes Library
Effingham, Illinois

Ms. Stephanie McKinley-Miller
District Librarian
Spoon River Valley CUSD #4, London Mills, Illinois
Avon CUSD #176, Avon, Illinois

Ms. Ellen McLoughlin
Supervisor of Interagency/Transportation
Chicago Public Library
Chicago, Illinois

Ms. Megan Millen
Library Director
Flossmoor Public Library
Flossmoor, Illinois

Ms. Patricia Norris   VICE-CHAIR
Associate Director/Grants & Programs
Illinois State Library
Springfield, Illinois

APPENDIX B
DELIVERY ADVISORY COMMITTEE
MARCH 2014

Ms. Therese Odlevak
Librarian II Interlibrary Loan/Reference
Chicago Public Library
Chicago, Illinois

Ms. Penny O'Rourke
Library Director
Byron Public Library District
Byron, Illinois

Ms. Stephanie Osuna
Circulation & ILL Assistant
Illinois State University
Normal, Illinois

Ms. Susan Palmer
Operations Director
Illinois Heartland Library System
Edwardsville, Illinois

Ms. Kathy Parker
Library Director
Glenwood-Lynwood Public Library District
Lynwood, Illinois

Ms. Joyce Reid
Retired School Librarian
East Alton, Illinois

Ms. Kathy Roegge
Head of Circulation and ILL
Winnetka-Northfield Public Library
Winnetka, Illinois

Ms. Charm Ruhnke
Library Director
Peru Public Library
Peru, Illinois

Ms. Miranda Shake
Library Director
Lakeview College of Nursing
Danville, Illinois

Ms. Janice E. Sherman
Library Director
Morton Public Library District
Morton, Illinois

Ms. Jennifer Slaney
Library Director
Sterling Public Library
Sterling, Illinois

Mr. Ron Winner   **CHAIR**
Delivery Consultant
Illinois State Library
Springfield, Illinois

Mr. Michael Wold
Library Director
OSF St. Mary Medical Center Library
Galesburg, Illinois

APPENDIX C

ILLINOIS STATE LIBRARY DELIVERY ADVISORY COMMITTEE: WORKGROUPS

CORE DELIVERY SERVICE ISSUES WORKGROUP
(Chapter 2)

Karen Bersche, Group Leader
Lynn Elam
Joyce Reid
Charm Ruhnke

HOLIDAY STANDARDIZATION WORKGROUP
(Chapter 2)

Tom Dorst
Juliette Douglas
Mark Hatch, Group Leader

DELIVERY STATISTICS & STANDARDIZING FREQUENCY BASED ON VOLUME WORKGROUP
(Statistics – Chapter 3; Frequency/Volume – Chapter 5)

Amanda McKay
Penny O'Rourke
Charm Ruhnke, Group Leader
Jennifer Slaney

COMMUNITY CONCEPT OF DELIVERY INITIAL WORKGROUP
(Chapter 5)

Marian Albers
Karen Bounds
Pat Boze, Group Leader
Deanne Holshouser
Stephanie McKinley-Miller
Jennifer Slaney
Michael Wold

COMMUNITY CONCEPT OF DELIVERY DATA ELEMENTS WORKGROUP
(Chapter 5)

Debbie Bloom
Mark Hatch
Amanda McKay
Megan Millen, Group Leader
Kathy Roegge

STATEWIDE CUSTOMER SERVICE CENTER WORKGROUP
(Chapter 6)

Tom Dorst, Group Leader
Juliette Douglas
Lynn Elam
Susan Palmer
Kathy Parker

WEB STANDARDIZATION OF DELIVERY INFORMATION WORKGROUP
(Chapter 6)

Marian Albers, Group Leader
Karen Bounds
Deanne Holshouser
Stephanie Osuna

PROTECTIVE PACKAGING OF LIBRARY MATERIALS WORKGROUP
(Chapter 7)

Susan Palmer
Kathy Roegge, Group Leader
Charm Ruhnke

STATEWIDE STANDARDIZED DELIVERY LABEL WORKGROUP
(Chapter 7)

Penny O'Rourke
Stephanie Osuna
Susan Palmer
Kathy Roegge
Miranda Shake
Janice Sherman, Group Leader

APPENDIX D

THE DELIVERY ADVISORY COMMITTEE'S TOOLBOX: RESOURCES AND INFORMATION TO FACILIATE EFFECTIVE DECISION MAKING

ILLINOIS STATE LIBRARY – DELIVERY INFORMATION

Statewide Delivery Service for Illinois Libraries

http://www.cyberdriveillinois.com/departments/library/delivery/home.html

Committees, Boards and Subcommittees: Delivery Advisory Committee
- Members

  http://www.cyberdriveillinois.com/departments/library/about/committees/pdfs/roster-dac.pdf

- Meeting Archives

  http://www.cyberdriveillinois.com/departments/library/about/committees/dac_meetarchive.html

- More about the Delivery Advisory Committee [including information and resources]

  http://www.cyberdriveillinois.com/departments/library/about/committees/dac.html

ILLINOIS LAW AND ADMINISTRATIVE RULES

Illinois Compiled Statutes

- State Library Act: 15 ILCS 320 et seq.

- Illinois Library System Act: 75 ILCS 10 et seq.

Illinois Administrative Code

- Service Standards: 23 IL ADC 320 et seq.

FEDERAL POSTAL REGULATIONS

- Code of Federal Regulations: 39 CRF 310.3 (a), Private Express Statutes

- United States Code: 39 USC 601 (a), Letters Carried Out of the Mail

- Illinois Office of the Secretary of State. "Delivery of Library Materials [Memorandum], November 27, 2012."

DELIVERY STANDARDS

- National Information Standards Organization (NISO).   Physical Delivery of Library Resources Working Group. <u>Physical Delivery of Library Resources: a Recommended Practice of the National Information Standards Organization</u>. Approved January 19, 2012.

DELIVERY STUDIES - CURRENT

- Illinois Library Association. <u>The Future of Illinois Library Cooperation: Exploring Effective, Efficient Service Models</u>. March 2012. [This publication is commonly referred to as the <u>FILC Study</u>.]

ILLINOIS LIBRARY DELIVERY: A CURRENT SNAPSHOT
[NOTE: Print copies of these supporting documents are available upon request to the Illinois State Library.]

- Map of the Illinois Library Delivery System

  Delivery Data in spreadsheets sorted by:

    o City

    o County

    o Population

    o Library Type

    o Library Systems & Hubs

    o Frequency

    o Community [Concept] Drop

    o LLSAP/OCLC [Participants]

    o ILDS [Participants]

- Interlibrary Loan FY11 Lending

- Interlibrary Loan FY12 Lending

- Interlibrary Loan FY11 Borrowing

- Interlibrary Loan FY12 Borrowing

- Reciprocal Borrowing FY11

- Reciprocal Borrowing FY12

ILLINOIS LIBRARY DELIVERY STUDIES AND REVIEWS: AN HISTORICAL CHRONOLOGY

- Available as Appendix E.

STATEWIDE DELIVERY REQUESTS FOR PROPOSALS (RFP): AN HISTORICAL CHRONOLOGY

- Available as Appendix F.

APPENDIX E

ILLINOIS LIBRARY DELIVERY STUDIES AND REVIEWS: AN HISTORICAL CHRONOLOGY

1980
DeLeuw, Cather & Company. Illinois Interlibrary Delivery System Study: Final Report. May 1980.

This report summarizes the methodologies employed, the conclusions reached, and the detailed recommendations for designing and implementing a statewide delivery system that would interconnect the library systems, research and reference centers, and special resource centers to expedite the transfer of interlibrary loan materials.

Chapter III, "Delivery System Plan Development" and Chapter IV, "Implementation" provide the details for the planning of and implementation of the ILDS.

1981
The ILDS initiated service in 1981. [Source: DeLeuw, Cather & Company. Illinois Interlibrary Delivery System Review: Final Report. January 1992. Page: I-1.]

1992
DeLeuw, Cather & Company. Illinois Interlibrary Delivery System Review: Final Report. January 1992.

This study is a reassessment of the current statewide delivery service in light of expanded access to materials via local automation networks, changes in the flow of materials between libraries, patron's heightened expectations for the rapid delivery of library materials, increased use of telefacsimile technology, and other route pattern/performance issues. The revolution in the freight industry is also considered.

Chapter III, "Recommendations" identifies potential improvements and changes to the ILDS. These recommendations include:
- Modifying the existing route structure to provide direct service to high volume users of the ILDS that do not have direct service,
- Improving turn-around time by implementing route modifications,
- Transporting materials in accord with the Private Express Statutes of the United States Postal Service,
- Improving and standardizing labeling methodologies and procedures,
- Developing a self-monitoring program that would allow the ILDS' users the ability to determine the ILDS' changing needs, and
- Planning for reductions in service contingent upon possible reductions in funding.

1997
Peterson, Fred M. <u>A Study of the Surface Delivery of Library Materials in Illinois</u>. March 1997.

This report:
- Describes and discusses both the Illinois library systems' delivery and the ILDS,
- Summarizes the results of a delivery user satisfaction survey,
- Examines delivery in other states and other library consortia,
- Summarizes and analyzes the current state of delivery in Illinois, and
- Presents recommendations and options for future courses of action.

The recommendations, in Section V, are:

1. Illinois should reaffirm its long established practice of centralized funding from the Illinois State Library and the regional library systems for the physical delivery of library material between ILLINET members.

2. The Illinois State Library, the regional library systems, and other library agencies in the state should maintain a regular educational program which keeps the multitype library community and the user community aware of the financial investment and the benefits of a comprehensive statewide delivery service.

3. The Illinois State Library, the regional library systems, and the libraries and library agencies in the state should expand programs which encourage the transfer of periodical articles, photocopies and interlibrary communications using fax, e-mail and other document delivery services in lieu of surface delivery.

4. The Illinois State Library and the Illinois library community should review the alternative strategies available for the provision of statewide library delivery service during FY97 and FY98 and develop an action plan for implementation not later than FY99. The following list of strategies is not exhaustive nor are the options mutually exclusive. In the review and implementation process the primary factors driving decisions should be greater efficiencies, timeliness of service, and cost.

The strategies are:

Strategy 4A:
Leave the current configuration in place for the immediate future but continue to review the development and experiences of neighboring states, library consortia, and Illinois library system(s) with commercial providers of courier and delivery services.

Strategy 4B:

Issue a broad based Request for Information (RFI) to all potential providers asking for descriptions on how they would provide a statewide delivery service to replace the current ILDS structure. The proposed structure would have to be better (e.g., faster, more frequent, more comprehensive) and/or more economical. Potential providers could include a variety of commercial agencies, either courier services or other delivery agencies, as well as not for profit agencies such as academic institutions or one or more regional library systems.

Strategy 4C:
Issue a broad based Request for Information (RFI) to all potential providers asking for descriptions on how they would provide a statewide delivery service to replace the ILDS structure and the current delivery services provided by the Regional Library Systems. The proposed structure would have [to] be comparable or better (e.g., faster, more comprehensive, more frequent) and/or more economical.

Strategy 4D:
Two or more regional library systems could be encouraged to issue a broad based Request for Information (RFI) to potential providers asking for descriptions on how they would provide a consolidated delivery service to replace the separate delivery systems.

Strategy 4E:
Two or more regional library systems could be encouraged to develop plans for a consolidated delivery service.

1999/2000
Illinois State Library. Delivery Task Force. [Meeting Minutes, Working Group Recommendations, and Member Roster]. 1999/2000.

This Task Force's charge is to take one more look at the delivery of library materials in Illinois and make recommendations regarding any changes to the current program.

The recommendations are:
- Both the ILDS and the library system delivery should be left alone until two years after the full implementation of the Virtual Illinois Catalog (VIC). By waiting two years after the full rollout of VIC, an assessment of the impact of VIC on the delivery services can be clearly determined. Appropriate changes to delivery can be considered at that time.
- On an annual basis, the Illinois State Library (ISL) should identify one week in October and one week in April for the purposes of conducting statewide delivery sampling counts, both for library system and ILDS delivery. Additional or special samplings will be conducted as deemed necessary.

- A number of ideas and suggestions are recommended related to the education of library staffs and the public about delivery services [see the Working Group Report].

2005
Illinois Library Computer Systems Organization. Circulation and Universal Borrowing. Assessment of ILDS Delivery within ILCSO Working Group: Final Report. April 12, 2005.

The Working Group is charged with assessing the delivery and return of "returnable" materials through ILCSO (Illinois Library Computer Systems Organization). This report discusses the issues, reports the unique needs of ILCSO libraries, discusses the statistics gathered, and offers a suggested plan for implementing positive changes in statewide delivery services.

The Working Groups recommendations include:
- Educating ILCSO members,
- Adopting best practices for packaging/bundling, bagging, labeling, and resolving problems,
- Reducing turn-around time between library system delivery and ILDS delivery, specifically for ILCSO libraries,
- Budgeting for delivery should be a high priority for the Illinois State Library, and
- Investigating grant funding for an "item" tracking system.

2006/07

Illinois State Library. Ad Hoc Delivery Advisory Committee. An Illinois Library Delivery Service White Paper. October 2006.

The Committee's charge is to investigate and address issues related to the vehicular library delivery services in Illinois. The purpose of this white paper is to highlight the preeminent issues and possible solutions to aid in the Committee's work.

The following possible solutions are identified:
- Develop a Request for Information (RFI) or Request for Proposal (RFP) for the statewide backbone (ILDS),
- Review the existing ILDS backbone,
- Develop standardized performance expectations for participating libraries,
- Clarify standardized statistics to be collected,
- Establish a statewide baseline for delivery frequencies based on volume, and
- Develop a long-term vision on how delivery should be designed in the future.

Working groups are formed to further study and to recommend solutions to specific topics as noted above. These Working Group Reports are available via the web.

The [Standardized Performance Issues Working Group Report] recommendations cover these topics:
- Ownership labels,
- Interlibrary loan (ILL) processing frequency standards,
- Labeling for library system delivery,
- Labeling for ILDS,
- Packaging,
- Acceptable weight limits,
- Items acceptable for transport via delivery, and
- Building access.

The [Statewide Baseline for Delivery Frequencies Working Group Report] recommendation establishes a statewide minimum standard for number of delivery stops per week based on volume of items.

The [Delivery Statistics Working Group Report] recommendations cover these topics:
- Counting of items vs. containers,
- Sampling on a quarterly basis,
- Reporting on number of items received, number of items shipped, number of miles driven, number of stops made, and
- Creating an Illinois delivery website.

The [Delivery Long Term Vision Working Group Report] recommendations cover these topics:
- Delivery is a priority for every library,
- Delivery is as direct as possible to the patron,
- Delivery will be 6 or 7 days per week,
- Patrons will be able to track items ordered, and
- Statistics should be gathered regularly and uniformly.

2012 (March)
Illinois Library Association. The Future of Illinois Library Cooperation: Exploring Effective, Efficient Service Models. March 2012. [This publication is commonly referred to as the FILC Study.]

In 2010 and 2011, Illinois regional library systems underwent major restructuring as a combined result of budget constraints and a changing environment. Delivery was identified as one of the priority services for all Illinois libraries. The Illinois State Library awarded a Library Services and Technology Act (LSTA) grant to the Illinois Library Association (ILA) to investigate delivery service options and models and to develop a report with strategies and recommendations.

This report's key recommendations include:
- Establishing an Illinois Logistics Coordinator,

- Moving IHLS to a shared integrated library system (ILS),
- Consolidating RAILS into fewer ILSs,
- Optimizing sort operation for each shared ILS,
- Exploring modified ILDS for implementation in RAILS,
- Reducing number of sorting hubs/facilities at both IHLS and RAILS,
- Standardizing delivery frequency,
- Evaluating outsourcing options,
- Standardizing at the state level, and
- Implementing state-of-the-art resource-sharing system for the State.

2012

Illinois State Library. Nuts and Bolts Delivery Meeting: Minutes. March 1, 2012.
This meeting's participants are the regional library systems, CARLI/ILDS staff, and
Illinois State Library staff, and the meeting's goals are to:
- Understand how each hub, system, or ILDS handles delivery,
- Compare delivery processes, and
- Work toward consistency.

Topics for discussion include:
- Counting of materials vs. containers,
- Labeling of materials and containers, and
- Discussing types of containers in use.

2013/14

Illinois State Library Delivery Advisory Committee. [Agendas and Minutes, 2013/14].
The Committee's specific recommendations are presented in detail in the full Committee
report. In short, the Committee's recommendations:
- Ensure fairness and equity throughout all delivery services statewide by
  significantly standardizing services, performance expectations, and practices;
- Lay the foundation for planning and implementing creative delivery solutions,
  e.g., five day a week delivery to communities so that library patrons' needs are
  satisfied in a quick, responsive, and unparalleled manner; and,
- Identify the need for enhanced coordination of delivery on a statewide level.

APPENDIX F

STATEWIDE DELIVERY REQUESTS FOR PROPOSALS (RFP): AN HISTORICAL CHRONOLOGY

2010
University of Illinois at Urbana-Champaign. Purchasing Division. Statewide Library Delivery Service: Request for Proposal (RFP). November 12, 2010.

This RFP is for outsourcing of ILDS services administered by CARLI.

The Board of Trustees of the University of Illinois on behalf of the Consortium of Academic and Research Libraries in Illinois (CARLI) is seeking proposals from qualified firms to provide courier service to transport library materials among Illinois' academic libraries, the Illinois State Library, the Chicago Public Library, and Illinois' nine regional library system offices.

2012

Office of the Secretary of State. Budget and Fiscal Management. Purchasing Division. Procurement of Transport Services of Library Materials among Illinois Libraries for the Illinois State Library: Request for Proposal (RFP). July 9, 2012. [This document is commonly referred to as the SOS/ISL RFP.]

This RFP is for outsourcing of non-ILDS delivery services on a statewide basis.

The Office of the Illinois Secretary of State/Illinois State Library (SOS/ISL) is seeking Request for Proposal Response Packets from qualified firms for transport services to provide courier service to transport library materials among Illinois libraries. "Transport service of library materials" is defined as pick-up from, and drop-off to, individual Illinois libraries on a regularly scheduled basis at least one time per week; sorting of materials is included in this definition.

APPENDIX G

GLOSSARY (INCLUDING ACRONYMS AND INITIALISMS)

Administrative Agency	An administrative agency is the library entity that is legally established by library statutes (for public libraries) or by other statutes or a corporate authority (for academic, school, and special libraries) to provide library services to its patrons. The administrative agency may consist of one service unit, commonly identified as the "main," "central," or "headquarters" library. In addition, some administrative agencies have branch libraries or buildings with libraries, and those branches and buildings are identified as outlets. (See also Administrative Entity; See also Outlets)
Administrative Entity	Synonymous with Administrative Agency. (See Administrative Agency)
Borrowing Library	See Requesting Library. [ILLINET Interlibrary Loan Code (Draft 2014)]
CARLI	The Consortium of Academic and Research Libraries in Illinois (CARLI). CARLI provides library services and support to Illinois public universities, community colleges, private colleges and universities, and special libraries. [ILLINET Interlibrary Loan Code (Draft 2014)]. The University of Illinois/CARLI receives grant funding from the Illinois State Library to administer and operate ILDS. (See also ILDS)
CARLI/ILDS	Consortium of Academic and Research Libraries in Illinois/Illinois Library Delivery Service. CARLI/ILDS, as used throughout this report, denotes the administration of ILDS by CARLI. (See also CARLI; See also ILDS)
CE	Continuing Education
Certification	Certification means the process by which library system members annually qualify and provide information to the library system and the Illinois State Library about continued eligibility for system membership. [23 IL ADC 3030.110 (Draft 2014)]
CFR (or C.F.R.)	Code of Federal Regulations
Collection Development	Collection development is the process of planning, selecting, weeding, and building of resources in all formats needed by a library's community of users. This process is based on the individual library's collection development policy. Sometimes this is referred to as collection management. [ILLINET Interlibrary Loan Code (Draft 2014)]
Commercial Courier	Commercial Courier delivery services operate on a fee-basis, e.g., FedEx and UPS. (See also FedEx; See also UPS)

Community Concept Delivery Model	Community Concept refers to the delivery service model where EITHER one ILLINET member agency within a community serves as the primary delivery drop point for all (or most) ILLINET member agencies within that community OR a community drop box/location serves as a primary delivery drop point for all ILLINET member agencies' deliveries within that community.
Consortium	A consortium is a group of libraries formally organized to promote common interests and achieve common goals, of which interlibrary loan and resource sharing activities are typical examples. [ILLINET Interlibrary Loan Code (Draft 2014)]
Containers	Delivery containers include totes/tubs and bags/pouches.
Core Service	Core Service means the basic services, funded by the annual System Area and Per Capita Grant, which are provided by library systems to all full member libraries. The core services are specified by the State Librarian and addressed in the annual library system application. Core services include the areas specified in the system standards. [23 IL ADC 3030.110 (Draft 2014)]
CPLS	Chicago Public Library System
Delivery	Delivery means the physical transfer of library materials among full system members, library systems, and the Illinois State Library using vehicles, commercial couriers, and/or mail. Delivery is a core system service. [23 IL ADC 3030.110 (Draft 2014)]
FAQ	Frequently Asked Questions
FedEx	Formerly known as Federal Express. (See Commercial Courier)
FILC	Future of Illinois Library Cooperation
Floating Collection	A floating collection is the practice of shelving/housing any borrowed items, without any requests/holds, at the requesting library rather than returning those items to the supplying library.
FORSC	Future of Resource Sharing Committee (an Illinois State Library Committee)
Frequency-based Delivery Model	The number of deliveries per week to an ILLINET member is calculated based on the volume of materials (items) shipped and/or received by each ILLINET member.
Full Member	Full Member means a library that meets the criteria for full library system membership. [23 IL ADC 3030.110 (Draft 2014)]
IHLS	Illinois Heartland Library System

IL ADC	Illinois Administrative Code
ILCS	Illinois Compiled Statutes
ILCSO	Illinois Library Computer Systems Organization. ILCSO was the predecessor of CARLI. (See also CARLI)
ILDS	ILDS means the Illinois Library Delivery Service. ILDS is the statewide vehicular delivery service, funded by the Illinois State Library that provides delivery to library system headquarters and designated facilities, eligible academic members and the Illinois State Library in order to facilitate the rapid delivery of books and other library materials throughout the state. [23 IL ADC 3030.110 (Draft 2014)]. Currently, the University of Illinois/CARLI receives grant funding from the Illinois State Library to administer and operate ILDS. ILDS, as used throughout this report, denotes the delivery service itself.
ILLINET	ILLINET means the Illinois Library and Information Network, which consists of its full member libraries and the Illinois State Library. [23 IL ADC 3030.110 (Draft 2014)]
ILLINET Member	ILLINET Member means a library system or a library that is a full member of a library system. [23 IL ADC 3030.110 (Draft 2014)]
ILLINET Member Agency	ILLINET member agency, as used throughout this report, denotes an ILLINET member's library service units in their entirety; for example, a school district is the ILLINET member agency offering library services through one or more library outlets and a public library with branches is the ILLINET member agency offering library services through both the "main/central" library as well as branches.
ILSDO	Illinois Library System Directors Organization (now defunct)
Interlibrary Loan	Interlibrary loan is the process by which a library requests material from, or supplies material to, another library. Whether initiated by library staff or patron, the purpose of interlibrary loan is to obtain, upon request of a library user, material not available in the user's local library. The terms "requesting library" and "supplying library" are used in preference to "borrowing" and "lending" to cover the exchange of copies as well as loans. Circulation of materials between a central library and its branches or within a school district is not considered interlibrary loan. [ILLINET Interlibrary Loan Code (Draft 2014)]
ISL	Illinois State Library
ISLAC	Illinois State Library Advisory Committee
ISLDAC	Illinois State Library Delivery Advisory Committee
Items	Items are materials being sent between libraries for interlibrary loan, reciprocal borrowing, cataloging, or collection development purposes.

JCAR	Joint Committee on Administrative Rules
L2	L2 is also known as Library Learning. L2 is a web interface that supplies access to directory and statistical information concerning ILLINET members collected by the Illinois State Library and serves as a depository for Resource Sharing Policies. Only ILLINET members are represented. L2 also contains a calendar of continuing education events in the State. [ILLINET Interlibrary Loan Code (Draft 2014)]
Lending Library	See Supplying Library.
Library Learning	See L2.
Multitype	Multitype implies library cooperation and collaboration between or among all types of libraries (academic, public, school, and special).
NISO	The National Information Standards Organization (NISO) is accredited by the American National Standards Institute to develop and promote technical standards for library, publishing, and information services. [ILLINET Interlibrary Loan Code (Draft 2014)]
Non-returnables	Non-returnables are materials that the supplying library does not expect to have returned. [ILLINET Interlibrary Loan Code (Draft 2014)]
Outlets	Outlets are library service units (branches and buildings) of an administrative agency ("main", "central", "headquarters library"). (See also Administrative Agency; See also Administrative Entity)
Patron	A patron means an individual who is legally eligible to borrow materials from a specific library by virtue of his or her relationship to the library or its parent institution. [23 IL ADC 3030.110 (Draft 2014)]
PDA	Patron Driven Acquisitions
PDF	Portable Document Format
RAILS	Reaching Across Illinois Library System
Reciprocal Borrowing	See Statewide Reciprocal Borrowing; See System-wide Reciprocal Borrowing
Requesting Library	A requesting library is the library that initiates an interlibrary loan request on behalf of a user or permits direct borrowing. [ILLINET Interlibrary Loan Code (Draft 2014)]
Resource Sharing	Resource sharing means making the collections of one library available to the patrons of another library efficiently and effectively. … Resource sharing is a core system service.

	[23 IL ADC 3030.110 (Draft 2014)]
Returnables	Returnables are materials that the supplying library expects to have returned. [ILLINET Interlibrary Loan Code (Draft 2014)]
RFID	Radio Frequency Identification
RFP	Request for Proposal
Rules	The IL ADC is commonly referred to as "The Rules" which are administrative law. (See also IL ADC)
SOS	Secretary of State
SOS/ISL	Secretary of State/Illinois State Library
Statewide Reciprocal Borrowing	Statewide Reciprocal Borrowing means the right of a person holding a valid in good standing library registration card from a full member public library of a library system, to borrow on site from all other public libraries participating in statewide reciprocal borrowing that are full members of another library system, without using interlibrary loan mechanisms. Public library participation in statewide reciprocal borrowing is optional. Participating public libraries shall circulate various materials to eligible reciprocal borrowers under the same conditions that they circulate those materials to their own patrons. [23 IL ADC 3030.110 (Draft 2014)] (See also Full Member Library; See also System-wide Reciprocal Borrowing)
Supplying Library	The supplying library is the library that fills an interlibrary loan request by either loaning the item or supplying a copy of the item. [ILLINET Interlibrary Loan Code (Draft 2014)]
System-wide Reciprocal Borrowing	System-wide Reciprocal Borrowing means the right of a person holding a valid, in good standing library registration card from a full member public library of the library system, to borrow on site from other public libraries that are full members within the library system without using interlibrary loan mechanisms. For public libraries, participation in system-wide reciprocal borrowing is required for full system members. Participating public libraries shall circulate various materials to eligible reciprocal borrowers under the same conditions that they circulate those materials to their own patrons. Reciprocal borrowing limitations, if any, must not exceed limitations approved in the system's resource sharing plan and must be imposed equally among all reciprocal borrowing patrons. [23 IL ADC 3030.110 (Draft 2014)] (See also Full Member Library; See also Statewide Reciprocal Borrowing)
Tabula Rasa	Blank slate; Blank tablet
UPS	United Parcel Service. (See Commercial Courier)
USC (or U.S.C.)	United States Code

USPS	United States Postal Service