

## 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. Physical Delivery of Library Resources: a Recommended Practice of the National Information Standards Organization. Approved January 19, 2012.
- Publication of a statewide study: 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.
- Release of a request for proposals (RFP): 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.
- 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)

- 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**

- 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**

- 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**

#### **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:

- Miles driven,
- Delivery stops made, and
- 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.
  - 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.
    - 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.
    - Library materials with holds shall be routed to the next library in the holds queue rather than being returned to the owning library.
    - 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.
    - 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.
    - 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.)
  - 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.

### **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.)