



## Frequently Asked Questions about Changes to the deliverIT service.

### **What has happened to the State Library's Budget that we have to change how deliverIT is structured?**

Since 2011, we have seen significant cuts to state library funding because of revenue shortfalls. The state budget deficit, for the present fiscal year, is \$552 million. It is estimated that the FY 2018 deficit will be \$1.7 billion which will balloon to \$2.2 billion in FY 2020. The legislature and the Governor are presently at an impasse with no budget in place for the next two years.

Each time there's a mid-course budget correction, the State Library has had to absorb substantial cuts. There are certain statutory programs that the State Library has to provide for within available funding. These programs are the Library for the Blind, borrowIT, researchIT, and the principal law library for the State. The state's funding for researchIT, borrowIT and deliverIT are part of the match and Maintenance of Effort required to receive federal funding through the Library Services and Technology Act (LSTA) grants.

All of these programs are operating as close to the bone as possible. With each cut, however, comes the risk of losing the federal funding we get to underwrite deliverIT as well as borrowIT and researchIT. Without a stable, core base of state and federal funding, we are at risk of losing deliverIT altogether.

Unlike our personal finances, the CSL cannot reallocate funds from one program to pay for another. If funds are reallocated, we run the risk of losing the funds all together.

### **Why aren't we using a vendor like we have in the past?**

During 2015, Avant, the vendor who was providing deliverIT services, asked for a significant increase in its contract due to a significant increases in item volume. Because of state budget cuts, that increase wasn't possible. On October 30, 2015, Avant notified CSL that it would pull out of its contract and that their service to CT libraries would end on March 15, 2016.

To make sure deliverIT continued, the CSL worked with the State Office of Policy Management to be able to use LSTA money to underwrite the service.

It is estimated that the present deliverIT model - moving over 3.8 million items a year - would cost \$1.2 million. Neither LSTA funding nor the State could cover that level of funding given its present fiscal problems.

### **How much funding does the CSL have for deliverIT?**

The FY2017 budget allocates \$261,000 from state funds and uses \$412,000 of LSTA funds to underwrite deliverIT. This is a total of \$677,000 in state and federal tax dollars. The value of the deliverIT service in 2016 was \$4,979,436.30. The return on investment for deliverIT (the value divided by taxpayer support) is \$7.35.

deliverIT is run by people. We need to pay people to sort and transport the materials. The overwhelming majority of deliverIT's budget goes to paying the salaries of deliverIT drivers and support staff.

### **What would it cost to maintain the present deliverIT service over the next fiscal year?**

Based on volume and the level of service desired, it is estimated the service would cost approximately \$1.2 million annually—twice the funding that is presently available.

### **Can library capital funds used for building programs be realigned and used for deliverIT?**

No. Library construction funds come from state bond funds which are subject to legislative appropriation each biennial budget cycle and State Bond Commission approval.. These are not operating funds and cannot be diverted for operational costs.

### **How long did it take CSL to reconfigure deliverIT?**

After learning that Avant, the deliverIT vendor, was cancelling its contract, CSL immediately began determining the best ways to maintain the service. The first step was working with the State Office of Policy Management to reconfigure how the finances would work—using a combination of state and LSTA funding to pay for the service. The second step was to reconfigure and test new routes and to train new staff/drivers. In five months, CSL developed a new delivery service that met the needs of CT libraries.

### **Has everyone been happy with the new deliverIT CSL service model?**

Simply put, no. Libraries with the highest volume were not happy because the revised deliverIT service could not easily accommodate their volume. Other libraries saw a decrease in service as CSL shifted resources to higher volume libraries. More information and statistics on deliverIT volume and service area population derived from the Public Library Statistical Report can be found here under **2013 and 2016 Circ and ILL**:

<http://libguides.ctstatelibrary.org/dld/deliveritct/sustainability>

### **What did CSL do to answer the concerns of the libraries not happy with the new service?**

Initially, the CSL convened two deliverIT Task Forces—a long term and a short term. It quickly became apparent that only one group was needed to tackle the issue. The CSL also hired Minges & Associates to conduct an assessment of the deliverIT service. The firm's principal, Jim Minges, is an expert in logistics and inter-library loan programs. These two proactive efforts brought together many people from across CT's library community—public and academic, directors and staff—to work together to find a way forward. CSL realizes that this is only a part of the solution and it will take actions by libraries that have volume exceeding this capacity to contribute to a delivery service that suits their needs.

### **What did the deliverIT Task Force recommend to the State Library Board?**

After a great deal of feedback and conversation, the deliverIT Task Force recommended that the deliverIT service go to a up to 5 day a week/3 bin per library service to run along revised routes that will provide maximum delivery efficiency. The Task Force did not make any recommendation regarding a hybrid service and instead recommended that the consortia meet to discuss how they wanted to move forward.

### **What did the Minges Report suggest?**

The Minges Report was exhaustive and found that CT was one of a few states that provided the level of financial support for delivery services that it does. In fact, it may well be the only state that pays 100% for the service without any support from the libraries it serves.

After a thorough review of the issues facing deliverIT, including the fact that delivery problems pre-dated the CSL takeover of the program, Minges & Associates made a number of recommendations if the state was to continue operating the service as it presently does. Those recommendations focused on:

- Clear communications
- Staff (CSL and library) and driver training
- Realigning service delivery with highest volume libraries receiving shipments 5 days a week.
- Considering a hybrid system where the three consortia, either separately or together, would contract with a vendor for service to those libraries. This service would be coupled with the basic state service, with independent non-consortia libraries getting 5 day service, and the state delivering to consortia hubs for delivery by their vendor/vendors.

### **Is the new deliverIT model a result of the consultant's report?**

No, it is not. The Minges Report was very helpful in reviewing our present situation, showing how CT's service compares to other services across the country and providing a number of options for how to move forward.

The Report actually recommended the Hybrid where the three consortia, either separately or together, would contract with a vendor for service to those libraries. This service would be coupled with the basic state service with independent non-consortia libraries getting 5 day service and the state delivering to consortia hubs for delivery by their vendor/vendors.

The deliverIT Task Force reviewed the report and determined the following:

- Current state resources—the combined state and LSTA funding that underwrites all of the costs of deliverIT—are not sufficient to maintain the volume of items that are requested between a number of Connecticut's libraries.
- Given the state's fiscal constraints, it is imperative that, together, CT's libraries recognize the way deliverIT used to be is not the way it can continue to be and that if state funding continues to be cut deliverIT may disappear altogether.
- Given the current funding levels (\$261,000 from the state and \$412,000 from LSTA funds), the Task Force has recommended the up to 5 day/three bin service and that the three consortia consider the hybrid model that was outlined in the consultant's report.
- The Task Force did not want to tell the library consortia what to do. Task Force members felt it was important to leave the consortia empowered to make their own decision.

### **What did the deliverIT Task Force recommend to the State Library Board?**

After a great deal of feedback and conversation, the deliverIT Task Force recommended that the deliverIT service go to an up to 5 days a week/3 bins per day, to each participating library to run along revised routes which will provide maximum delivery efficiency. The Task Force did not make any recommendation regarding a hybrid service and instead recommended that the consortia meet to discuss how they wanted to move forward.

The State Library Board did not take action at its May meeting when the Task Force's recommendations were presented. The CSL, however, is moving forward with the deliverIT recommendations. Existing resources dictate that the service must be put into place as soon as possible in order to provide continuous service.

### **Have the three library consortia made any decisions regarding the Hybrid Model?**

As far as CSL and the Task Force know, there hasn't been any decision made. However, to help the consortia make an informed decision, the CSL has released a Request for Information for delivery service providers and has received three responses to date. These responses are available on the deliverIT Libguide.

## **How will the new CSL deliverIT program work?**

In order to provide fair and equitable deliverIT service throughout Connecticut, each library will receive **up to 5 day a week service, moving a maximum of 3 bins per day**. Actual daily service will be based on individual library demand. The libraries with the highest volume will see a deliverIT driver each day. The driver will pick up a maximum of 3 bins per day and deliver a maximum of 3 bins per day.

## **When will the new service start?**

Our goal is to start the new deliverIT program by July 17<sup>th</sup>. In order to start the program as efficiently as possible, the Task Force is asking all libraries to work with individual staff to fill state-owned bins with items borrowed from other libraries beginning on June 19<sup>th</sup>. Libraries will have two full weeks to gather materials in-house from other libraries.

Beginning on July 3<sup>rd</sup>, deliverIT drivers will come to your library once (additional pick-ups to be scheduled for libraries with significant returns) to pick up those bins, process the items and return them to their home libraries. There will be no delivery service that week and possibly the next based on the volume of materials that need to be returned to home libraries.

Three to six empty bins will be left at each library when their returns are processed in anticipation of beginning the new deliverIT service on or before July 17<sup>th</sup>.

## **Will there be deliverIT service during the weeks of June 19th and June 26<sup>th</sup>?**

Yes, but some libraries may suspend their own deliverIT loans during those weeks while they are preparing the items they have from other libraries for return. Some libraries may also temporarily suspend holds as well. That is up to each individual library or the consortia of which they may be a member.

## **What will happen with deliverIT service during the weeks of July 3<sup>rd</sup> and July 10<sup>th</sup>?**

That is the time period when deliverIT drivers will go to libraries across the state to pick up items that belong to other libraries, return those items and leave empty bins for when the service begins on or around July 17<sup>th</sup>.

Based on operational experience as well as reporting data for deliverIT, the week of July 3<sup>rd</sup> sees much less activity across all of our delivery routes. The three bin limit will help to redistribute the load balance on all routes and reduce the overall volume of items delivered. Making the transition during these two weeks will also minimize service disruptions due to summer vacations.

These two weeks will also be used for mandatory training on the new service for all our drivers and anyone else who works to make deliverIT effective.

## **What happens if my library doesn't have enough bins for all the items at our library that have been borrowed from other libraries?**

Just like in the past, you can use boxes. Please make sure they are sturdy and can carry the weight of the items to be packed in them. Plastic bags are no longer a viable option for packing and moving items. CSL will no longer provide them due to budget constraints.

## **Who will determine the number of times per week a library will receive service?**

All libraries will begin with up to 5 day a week delivery. CSL will work with all libraries to determine their needed level of service and provide it accordingly. However, deliverIT will only move a maximum of three bins per day from each of Connecticut's libraries.

**Will established routes be reconfigured?**

The deliverIT CT Supervisor will implement some minor route changes that were slated to be put in place back in January. This implementation was delayed due to a driver's extended medical leave. Routes are currently being reassessed and there may be some minor changes prior to July 17<sup>th</sup>. When service begins July 17<sup>th</sup>, routes will continue to be reassessed during the transition and any additional adjustments made. The goal is to have firm routes by November, 2017. **During the Pilot period route schedules will not be posted, as there may be numerous adjustments.**

**What happens when a deliverIT driver is sick or on vacation?**

The State Library is working on bringing back a retired driver on a limited basis to cover routes. However, because of the hiring freeze and limited resources, there can be no new f/t hires.

**Will libraries have to sort in-house before materials are picked up?**

It will be helpful if libraries can continue to sort items going to libraries on their route in one bin.

**Should libraries accept borrowIT returns?**

During the period when deliverIT service is suspended, it is ok for a library to suggest that a patron return borrowIT items to lending library, but a library cannot refuse to accept borrowIT returns.

Moving forward, it would still be ok for a library to suggest, but not require, that materials be returned directly to the lending library except in the case of non-print materials which the regulations do allow a library to require be returned directly to the lending library.

**Will there be restrictions on what a library can loan?**

No, individual libraries have full discretion on what they want to provide to other libraries through deliverIT. However, all items will have to fit into the bins and only three bins per day will be picked up, sorted and delivered.

**Can a library restrict what it wants to loan through Interlibrary Loan?**

Yes. What a library wants to lend through Interlibrary Loan is totally up to the individual library.

**Do libraries still need to track and report its borrowIT and deliverIT statistics?**

Yes, in order for CSL to determine the effectiveness of the program and to fine tune it as the program progresses, it is essential for every library to report its statistics in a timely manner. Statistics are required for LSTA federal program reporting.

**Will there still be the limit on holds that was implemented last year?**

That restriction will be lifted when the new deliverIT program starts. However, it will still be up to libraries to decide how to best keep to the 3 bins per day/ up to 5 days a week volume restrictions.

For more information or to provide a comment on the deliverIT proposal, please [click here](#).  
<http://libguides.ctstatelibrary.org/dld/deliveritct/proposalcomments>