Physical Delivery of Library Resources

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A Recommended Practice of the
National Information Standards Organization

Prepared by the
NISO Physical Delivery of Library Resources Working Group
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# Contents

## Foreword

<table>
<thead>
<tr>
<th>Section 1: Introduction</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Background and Purpose</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Scope</td>
<td>2</td>
</tr>
<tr>
<td>1.3 Terms and Definitions</td>
<td>2</td>
</tr>
</tbody>
</table>

## Section 2: Management

| 2.1 Coordination of Delivery Services | 5 |
| 2.2 Governing Body and Governance Structure | 5 |
| 2.3 Delivery Service Coordinator | 6 |
| 2.4 Recordkeeping Guidelines | 6 |
| 2.5 Contracting with Delivery Service Suppliers | 7 |
| 2.6 Delivery Policies | 8 |
| 2.7 Delivery Reduction | 9 |
| 2.8 Direct Delivery to Patrons | 10 |
| 2.9 International Delivery | 11 |

## Section 3: Automation

| 3.1 Automated Materials Handling Systems (AMHS) | 12 |
| 3.1.1 Description | 12 |
| 3.1.2 AMHS Benefits | 12 |
| 3.1.3 AMHS Costs | 13 |
| 3.2 Courier Management Systems | 13 |

## Section 4: The Physical Move

| 4.1 Item Labeling | 14 |
| 4.2 Connecting the Routing Slip to the Packaged Item | 15 |
| 4.3 Item Packaging and Package Labeling | 18 |
| 4.3.1 Item Packaging | 18 |
| 4.3.2 Package Labeling | 20 |
| 4.4 Transportation Containers | 21 |
| 4.4.1 Ergonomic Considerations | 21 |
| 4.4.2 Transport Container Types | 21 |
| 4.5 Transportation | 22 |
| 4.5.1 Transportation Vehicles | 22 |
Foreword

About this Recommended Practice

While much of the focus today is on electronic resources, use of physical library materials is still abundant and the transfer of materials between libraries is increasing. The increased volume and costs of library delivery is creating a demand for more information about how to run efficient and effective delivery operations.

Three recent projects—Moving Mountains, Rethinking Resource Sharing's Physical Delivery Committee, and the American Library Association's ASCLA ICANS' Physical Delivery Discussion Group—have been sharing knowledge and best practices about delivery of library materials and expressed interest in partnering with NISO to further the development of recommended practices for library delivery. The NISO Physical Delivery of Library Resources Working Group was formed in November 2009 to develop the proposed recommended practice.

NISO Topic Committee Members

The Discovery to Delivery (D2D) Topic Committee had the following members at the time it approved this Recommended Practice:

[to be added by NISO after approval]

NISO Physical Delivery of Library Resources Working Group Members

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Acknowledgements

[to be added to final text as needed]
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Section 1: Introduction

1.1 Background and Purpose

The physical delivery of library materials is an integral component of the resource sharing process. Despite the ever-increasing availability of electronic journals, e-books, and other digital resources, the movement of physical items remains a major concern and a major cost for many libraries. Nationally, interlibrary borrowing traffic increased 41% from 2000-2006.\[12\] In areas with library courier services, the increase is even larger; for example, during the same period ILL borrowing in Colorado increased by 107%.\[12\] An analysis of Massachusetts traffic indicates an increase of 500% over the ten years from 2001-2011. Library courier systems are straining under the need to move this massive amount of materials. In a 2008 study, respondents from different library system reported moving five, 10, or even 15 million items a year.\[7\] A recent study showed that the average academic library spends more than $6,800/year for delivery services, with some libraries paying as high as $60,000.\[20\] Given such volumes, libraries are struggling to deal with the labor and equipment costs, material wear and tear, and transit and sorting needs.

The physical delivery of items occurs between two locations—whether between branches, systems, regions, states, or countries. From the patron’s perspective, this is the “discovery receiving” function. These functions can be divided into the steps illustrated in the workflow in Figure 1.

![Figure 1: Resource Sharing Workflow](image-url)

The purpose of this document is to create recommended practices about the physical movement of items as described in steps four and seven in the workflow shown above: the delivery of the items to the requesting library and their return to the lending library. The recommendations in this document focus on the movement of the physical items (e.g., books and audiovisual materials) between libraries, and...
between library and patron. This Recommended Practice focuses on three key areas: the physical move, automation, and the management of physical delivery.

While the primary focus of this document is on the delivery piece in its many aspects, the entire system impacts how the delivery takes place. Within these recommended practices are some suggestions about other steps in the patron request process that can help to ensure the delivery piece works optimally. For example, if the library system that requests the item from the lending library also prints a delivery label, then delivery time, materials, and costs can be reduced. However, the specific recommendations are limited to those steps that ensure that the physical delivery of library materials happens in the most cost-effective and time-sensitive manner as possible.

1.2 Scope

The NISO Physical Delivery of Library Resources Working Group’s interest lies in identifying methods for improving performance and reducing the cost of moving materials between by a library that owns an item and another library whose patron wants to use the item.

The scope of this document is limited to the external delivery of items between separately administered libraries, although many of the recommendations could apply to delivery between branches of a single library system, as well. External delivery can be based on consortial delivery within a shared system, a region, a state, or a country. It can also apply to items moving through a standard interlibrary loan request. However, in developing these recommendations, the working group recognizes that library courier systems operate in various environments without standardized funding mechanisms, geographies, and library participants. Therefore, each library system must consider local needs and conditions when evaluating these recommendations for implementation.

1.3 Terms and Definitions

Terminology used in delivery varies from standard library usage. The following terms, as used in this recommended practice, have the meanings indicated, which is standard language used by library delivery experts. Italicized terms within a definition refer to another defined term.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td>bin</td>
<td>A standard-sized, heavy plastic, rectangular container used to store or to move items, often with covers to prevent weather damage. Also referred to as a tote or tub.</td>
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<tr>
<td>courier service</td>
<td>In library use the term typically refers to the entire delivery service of library materials between libraries. May be referred to simply as courier.</td>
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<tr>
<td>destination</td>
<td>The physical location where the item is shipped.</td>
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<tr>
<td>direct delivery</td>
<td>Delivery from the library that has the item directly to the library patron, e.g., to the patron’s home, nursing home, medical facility, etc.</td>
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<tr>
<td>floating collection</td>
<td>A single unified collection that moves freely between branches and where items are shelved in the library where they are returned, regardless of where they originated.</td>
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<td>Term</td>
<td>Definition</td>
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<tr>
<td>hold</td>
<td>To set aside an item, because it has been requested by another patron or library.</td>
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<tr>
<td>hold shelf slip</td>
<td>A slip created by a requesting library that identifies the requesting patron and that is secured to an item placed on the hold shelf. A hold shelf slip may also include due dates and other routing slip information.</td>
</tr>
<tr>
<td>incident</td>
<td>A service problem or a significant deviance from normal operations, such as delayed route, vehicular accident, or damage to library property.</td>
</tr>
<tr>
<td>integrated library system ILS</td>
<td>A computer system that integrates several library functions, such as acquisitions, cataloging, serials, circulation, and the patron catalog, into a single system. It often includes functions that support resource sharing.</td>
</tr>
<tr>
<td>item</td>
<td>The library resource, e.g., book, DVD, report, or CD, that is shipped.</td>
</tr>
<tr>
<td>jiffy bag</td>
<td>A thickly padded, light type of padded envelope.</td>
</tr>
<tr>
<td>lending library</td>
<td>The institution that owns the item and is lending and delivering it to the requesting library. Also known as owning institution or originating library.</td>
</tr>
<tr>
<td>logistics industry</td>
<td>Business enterprises that deal with the management of inventory and related information from its origin to its final destination, often involved with improving efficiency of delivery.</td>
</tr>
<tr>
<td>mediated request</td>
<td>A patron resource sharing request that goes through a library staff member at the requesting library for review or other handling prior to the request being submitted to the lending library. Compare to unmediated request.</td>
</tr>
<tr>
<td>mislabeled</td>
<td>An item that has incorrect information on its routing slip.</td>
</tr>
<tr>
<td>mis-sort</td>
<td>To incorrectly arrange items by label and/or destination.</td>
</tr>
<tr>
<td>originating library</td>
<td>See lending library.</td>
</tr>
<tr>
<td>owning institution</td>
<td>See lending library.</td>
</tr>
<tr>
<td>package</td>
<td>A bundle of items, usually of small or medium size, that have been packed and wrapped or boxed. Also called a parcel.</td>
</tr>
<tr>
<td>padded envelope</td>
<td>An envelope that contains a layer of cushioning material to protect products against damage. A jiffy bag is a particular type of padded envelope.</td>
</tr>
<tr>
<td>parcel</td>
<td>See package.</td>
</tr>
<tr>
<td>pick slip</td>
<td>A slip printed by a library system that indicates the item to be retrieved and put into delivery. Pick slips often include the call number, bibliographic information, transaction number, name of the patron who has requested the item, and the date requested. A pick slip may be merged with a routing slip.</td>
</tr>
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## Physical Delivery of Library Resources

<table>
<thead>
<tr>
<th>Term</th>
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<tbody>
<tr>
<td>requesting library</td>
<td>The library or institution that initiates the resource sharing transaction and receives delivery of the item from the lending library.</td>
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<tr>
<td>route</td>
<td>An identifiable line of travel for delivery of library items that typically includes the same schedule of stops in the same pattern.</td>
</tr>
<tr>
<td>routing slip</td>
<td>A slip attached to a library item indicating the destination library where the item is to be delivered. The slip may include destination code, address, date, and transaction number. A routing slip may be merged with a pick slip.</td>
</tr>
<tr>
<td>schedule</td>
<td>A plan for delivery of items to libraries on a route, usually including the number of stops per week and a set delivery time or time range.</td>
</tr>
<tr>
<td>shipper</td>
<td>The lending library that is delivering the item to another library. I</td>
</tr>
<tr>
<td>tote</td>
<td>See bin.</td>
</tr>
<tr>
<td>tracking</td>
<td>The process of tracing the movement of a library item from origin to destination. A third-party system may be used, for example the UPS system, to track an item during the delivery. Primarily used to track individual packages; bin tracking is not as prevalent.</td>
</tr>
<tr>
<td>transit</td>
<td>The transportation of an item from the lending library to the requesting library. It is also used to describe the status of an item; e.g., “This item is in transit.”</td>
</tr>
<tr>
<td>tub</td>
<td>See bin.</td>
</tr>
<tr>
<td>unmediated request</td>
<td>A patron resource sharing request that is sent by an automated system directly to a potential lending library without any review or handling by staff members at the requesting library. Compare to mediated request.</td>
</tr>
<tr>
<td>warehousing</td>
<td>The process of moving items to a separate facility for processing, e.g., central sorting, to complement inbound and outbound transportation services.</td>
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</tbody>
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Section 2: Management

This section discusses management issues of a delivery system including dealing with policy bodies and participating libraries.

2.1 Coordination of Delivery Services

Connecting separate administrative services that are associated with the delivery of library resources is desirable because it can help to reduce costs, increase the speed of delivery, allow for possible government subsidies, and, perhaps most importantly, set up a positive cooperation model between delivery regions and states.

There are several states and regions currently linking courier services at the borders. For instance, Minitex and Wisconsin have been linking their courier system for decades and shipping over 100,000 items a year between the two states. A recent study found that a new delivery service, COKAMO, between Missouri and Kansas courier services saved participating libraries over $215,000 in its first year of connecting the two services.\[8\]

Connecting regional delivery systems or connecting statewide systems requires:

- Respect for what the others are doing and have accomplished
- Keeping policies and procedures as simple as possible
- Agreements on packaging (See package recommendations in 4.3.1, Item Packaging.)
- Logical connecting partners
- Understanding of how distance and quantity might affect delivery
  
  In general, close physical proximity between the two administrative units lessens delivery costs; and further, the more items delivered between any two administrative units the lower per piece charges will be.

Other areas that need to be coordinated with partner libraries include:

- Routing slips (See label recommendations in 4.1, Item Labeling.)
- Turnaround time. (Local delivery times might be very different once crossing regions or states; see 2.6, Delivery Policies.)
- Procedures for lost and damaged items (See2.6, Delivery Policies.)

2.2 Governing Body and Governance Structure

Governance structure in library delivery is typically a reflection of the library system itself. For instance, several state libraries manage statewide couriers and in those instances state law dictates governance. Some universities fall under the same model, with state laws and rules impacting the services offered. Another example is the consortium model, where delivery is one of the services provided by a consortium to member libraries. In this case, governance typically is managed through the consortium’s board or oversight body. Finally, some delivery entities are organized separately from other library roles, so that the delivery of library materials is the only service provided. In these cases, governance is typically provided by an advisory board made up of representatives of participating libraries. No matter which
Physical Delivery of Library Resources

governance system is in place, however, it is recommended that a library that uses the delivery service serve on the governing structure to help provide first-hand knowledge wherever possible.

A library’s eligibility for joining a delivery services is often determined by the available delivery budget, for both the library and/or the delivery service provider in cost sharing arrangements. Membership fees and/or payment arrangements of participating institutions may be based on a wide range of different models. Participating institutions are typically required to follow a number of policies and procedures, such as: record keeping, allowable/non-allowable shipping rules, sorting or presorting, labeling, and containers or packaging.

The consortium should establish a communication process and system that accommodates:

- Incident reporting – See 2.4, Recordkeeping Guidelines, for the information to include in an incident report.
- Reporting statistics – It is recommended that statistics reports are published on the organization’s web site.
- Planning and/or oversight of group members – To facilitate the participation of the member institutions, efforts should be made to ensure that all library types are equally represented on any oversight committee or governance board. The nominated or elected representatives act as liaisons between the participating institutions and the managing organization.
- Public relations – A combination of e-mail lists, online forums, and in-person meetings should be used to maintain a good working relationship among all parties. At times, it may be necessary to initiate a campaign to ensure the continuity of funding for a delivery service. It is prudent to keep up a positive relationship with stakeholders.

2.3 Delivery Service Coordinator

Most courier systems have at least one person to oversee day-to-day operations. This delivery service coordinator serves as a liaison to the vendor and participating libraries, and may also manage the daily delivery schedule of drivers and vehicles. **It is highly recommended that the equivalent of a full-time position be dedicated to courier operations** to address any delivery problems, ensure effective communication across all players in the delivery chain, and manage the organizational details that must be maintained and tracked. A second person who can perform these duties during the coordinator’s absence is also recommended.

2.4 Recordkeeping Guidelines

Records are an essential part of providing a delivery service and cover a variety of aspects of the service. The delivery service coordinator may create and maintain:

- Incident reports
- Monthly and yearly statistics on number of items put in transit
- Records of payment to and credit from the delivery service provider
- A list of participating institutions (ideally, readily available on the organization’s website)

Incident reports should detail incidents by type, such as missed stops, and missed or lost items. The delivery service provider should provide incident reports to the delivery service coordinator on the same business day as the incident occurs. The report should include:
Physical Delivery of Library Resources

- Location
- Time
- Driver’s name and vehicle identification (in the case where a vehicle is involved in the incident)
- Library staff person’s name (if the incident occurred in the library)

The delivery services coordinator should also provide an easily accessible way for participating institutions to report incidents, such as a delivery hotline, an e-mail address, or a web form.

In order to gather delivery statistics in a timely fashion, libraries should negotiate with their delivery service provider on a regular schedule for receiving the delivery statistics. Some sorting facilities may be able to handle statistics on the item level. If not, it is reasonable to request the number of bins/containers delivered. An interactive online system provided by the service provider is also desirable for the retrieval of information such as daily delivery volume and delivery time and date. To augment the statistics provided by the delivery service provider, the delivery services coordinator may also gather statistics from the participating institutions. Ideally, the statistics should be extracted from the integrated library system (ILS) for easier reporting. If statistics aren’t available via the ILS, a system-wide survey for participating institutions should be conducted; this survey frequently asks each library to record every outgoing item put into the system in a given week of the year. The delivery services coordinator can then use the data collected from the sample week to estimate the total volume delivered in a year.

2.5 Contracting with Delivery Service Suppliers

Contracting with a third-party delivery service provider brings up unique issues that need to be considered. Before doing so, the library should establish a solicitation and selection process to help make the appropriate decision. Typically, a committee will be designated to carry out the process. Depending on the library or consortia’s organizational structure, it is important to make sure that each library type, member region, and interest group is adequately represented. The committee should also establish a manageable timeline for finding and contracting with the delivery service supplier. The timeline is a valuable planning tool that provides guideline for the committee and all parties involved.

It can be useful to first put out a request for information (RFI) or plan for a vendor demonstration day. These optional preludes can help get the solicitation and information gathering process started. The consortia service coordinator and committee can then use information gathered through the RFI or event to develop the request for proposal (RFP). When writing the RFP, it is important that the purpose and scope of the request are clearly stated. The RFP should be published on an official website, and concerted effort should be made to make sure all viable service providers are informed of the opportunity to submit a proposal. The selection committee should document all key steps taken during the proposal evaluation and the selection process.

Not only must the RFP clearly define required services, but reporting relationships among all the library parties involved also needs to be clearly established. Contracts among participating institutions will be necessary, and a consortia service coordinator may hold regular membership meeting or other activities (such as annual certification) to make sure that all participating institutions are in agreement on the terms and procedures of the delivery services within the system. Some recommended contractual and informal expectations for participants in a consortia delivery program include:

- Participants should report incidents to the consortium within one business day using the reporting mechanism established for this purpose.
• In circumstances where no substantial evidence indicates that the delivery vendor is responsible for a lost or damaged item, the consortial ILL code and ALA ILL Code\[4\] should be used to determine which participating institution is responsible.

• Any change of the existing delivery arrangement should be made via the consortia service coordinator.

• Participating libraries should take part in consortium-wide activities, such as volume counts, certification, and meetings.

Once a service provider contract is in place, the contract holder—usually the consortia service coordinator—along with the delivery service vendor should be regularly apprised of any activities that may impact the contract and payment plan. Participating libraries should at all times provide courier services with clearly defined instructions in order to meet library expectations; however, participating institutions should refrain from making special arrangements with the courier without contacting the consortia service coordinator.

Finally, when contracting with service providers, program evaluation is key to ensuring a successful delivery program. Guidelines for defining evaluation processes and timelines should be developed by the delivery coordinator. Delivery evaluations follow standard library assessment practices and may include both quantitative and qualitative tools. For instance, many of the statistics gathered (see 2.4, Recordkeeping Guidelines) can be compared longitudinally to see patterns over time. Tools such as surveys (print and online), focus groups, questions at the point of participant queries, trouble tickets, time studies, etc. can all be used. NISO’s online Information Services and Use: Metrics & statistics for libraries and information providers — Data Dictionary\[13\] describes a number of metrics that can be used for interlibrary loan and document delivery.

2.6 Delivery Policies

Delivery policies, as discussed here, are limited to the delivery component and are not intended to replace overall inter-library lending policies and guidelines. Establishment of the following policies governing library delivery services will allow for smooth operations:

• Labeling/routing slips requirements needed to facilitate sorting and delivery

• Packaging policies needed to protect certain items and to allow for most efficient processes

• Barcode placement and RFID standards policies, which are required when a barcode or RFID tag is used for item identification with automated materials handling systems (A single barcode/tag location also improves efficiency for other circulation and self-check functions.)

• Scheduling policies to allow the library to meet its workforce and customer service needs

• Claim policies that clarify the appropriate situations for libraries to make a claim for missing or damaged materials

In addition to policies that are focused on operations, delivery policies can also address customer service questions. Policies can help to enhance customer service, particularly those that provide for quick notification of the arrival of requested items, quick processing of incoming items, and customer notification when problems arise. Some examples of communications policies concerning service delay or handling incidents include:

• Delivery service providers should communicate service delays or incidents through pre-determined communication channels. When a route is running late, it is advisable to inform all
libraries on the route as early as possible to eliminate multiple questions to the delivery coordinator.

- Libraries should inform the service provider of incidents using the same communication channels. In addition, designated forms (faxed, on the Web, or paper) could be made available for certain situations to simplify information gathering.

- Service quality commitments should be included in delivery policies. Service quality may be measured in many areas and delivery service agreements should include the agreed upon standards and methods to measure them. They may also include penalties for failure to meet standards and/or incentives for exceeding standards. Service quality can be tied to various aspects of a delivery service, such as:
  - Turnaround time
  - On-time pick-up and delivery
  - Regular materials pick-up timeframes
  - Sorting accuracy
  - Delivery accuracy (i.e., confirming if the correct containers are delivered)
  - Claims, including volume and timeliness to process and pay legitimate claims (A policy should be in place that defines the means to identify legitimate claims.)
  - Driver and vehicle identification
  - Driver incidents (A policy should be in place that confirms insurability; driver background checks may also be a requirement.)
  - Vehicle capacities vs. volumes transported (If vehicles are regularly filled to capacity or overloaded, this may indicate that materials need to be picked up more often.)

2.7 Delivery Reduction

Reducing the number of items that flow through delivery has several benefits:

1) Library materials in-transit are not available for patron use.
2) It costs money to ship items.
3) The less an item moves through delivery, the less wear and tear it will experience.
4) The chance of loss or delay during shipment is less likely.
5) There is less patron frustration in waiting for items to be delivered.

There are various methods that can be used to reduce overall delivery volume as well as delivery time. Some methods are based on where resources are stored and how they are sorted. Many library or shared ILS systems can be configured to automatically choose among the available copies of a resource based on some pre-set criteria, such as load-leveling, evening out borrows and lends among participating libraries, or by delivery route. The most common methods are:

- **Closest Available Copy** – Identifying the closest available copy, geographically, should in most cases be the copy that will get to the requesting library fastest. Delivering to the patron the closest available copy of the item being requested—regardless of the item’s location in a hold queue—can reduce the delivery time for all the items held in queue. Closest available copy further
Physical Delivery of Library Resources

reduces off-shelf time, and may also reduce turnaround time and delivery costs, particularly when using distance-dependent delivery methods, such as UPS or FedEx.

- **Available Copy by Delivery Route** – In this approach, the copy selected for a patron is based on delivery route, so that the copy is from the closest library on the delivery route, which isn’t necessarily the one that is geographically closest.

- **Delivery Route Clustering** – When a copy is delivered along a delivery route, the sorting can take place without the material going to a sorting hub. In other words, a lending library might sort material to be delivered to libraries along the route to a facility where additional sorting is done. Delivery route clustering therefore also results in reduced sorting at the hub.

- **Hold Queue Clustering** – The goal in this approach is to reduce the amount of sorting that is needed by setting up libraries in clusters so that the majority of deliveries are made to the libraries within the cluster. When an item is requested, the library system will first look for an available copy within the cluster and only if one is not available, will the system check libraries outside the cluster. Because the cluster shares a higher percentage of materials among themselves than with others in the delivery system, the library staff is able to sort and pack most of their deliveries into a limited number of “destination” totes for the cluster libraries.

- **Reduced Transportation Hold** – This somewhat controversial approach is usually used with high-demand titles. Holds are placed on the bibliographic record rather than being tied to a specific copy. When a copy of the book becomes available, rather than filling the request for the next patron in line, the item is retained to fill holds for local patrons. Patrons requesting the item at other libraries may observe their holds are not being filled because the title stays in use for patrons at the lending library. These holds reduce delivery time overall, thereby maximizing patron use of popular titles.

- **Floating Collections** – The practice of maintaining a single unified collection that “floats” between branches reduces the number of deliveries (at times by as much as half) by keeping items at the location where they are returned, rather than sending them back to the originating library. This approach is becoming more common in multi-branch libraries within the same system, typically in public libraries where there is shared ownership of library materials.

- **Electronic Material** – Providing electronic versions of requested materials—such as e-journals, e-books, Google books, Internet Archive materials, digitized on demand, electronic transfer with local print on demand, or scanning limited portions of works (e.g., book chapters or papers in proceedings)—reduces overall deliveries.

### 2.8 Direct Delivery to Patrons

When discussing the delivery of library materials, the most frequent type of delivery is from library to library. However, many libraries also offer patrons the option to have library materials sent directly to the patron—typically to a home address.

Other common examples of direct delivery services other than to the home include:

- **Delivery to patrons who are homebound or institution bound** (e.g., nursing homes, hospitals, etc.) - This type of service is very common in public libraries. These self-identified patrons typically receive items through one of three methods:
  - U.S. mail (often with a return envelope)
  - Vehicles maintained by the library system
– Volunteer drivers

• Delivery to public library users – In many of these cases, patrons are required to return the item to the library. A few libraries (Orange County, FL, for example) hire commercial delivery vendors to manage their home delivery system, arguing that for the price of maintaining a medium-sized branch you can offer a very popular service to a population that often will not use a library in person.

• Delivery to distance education students – Nearly every academic institution that offers a distance education program will deliver library materials to off-campus students, typically through the U.S. mail or using commercial companies, such as FedEx.

• Delivery to the patron’s office address – At academic institutions, student employees may be hired as runners to deliver requested materials to faculty or graduate student offices; some will deliver to dorm rooms, as well. Many special libraries deliver to business offices, and some school libraries will deliver materials to a teacher’s classroom or to the school’s administrative units.

A number of innovative experiments have been undertaken in home delivery recently. One model uses commercial booksellers, often used bookstores, to mail titles directly to patrons. The patrons can then choose to buy the item or return it to the library. If it is returned to the library, the library can then choose to buy the item or return it to the bookstore. Another approach being tried by several libraries is modeled on Netflix; patrons sign up for a subscriptions service to have items mailed directly to their home.

Although direct delivery to patrons is typically a service that is very well received, most libraries and studies have found that patrons are unwilling to pay for the full cost of home delivery.

2.9 International Delivery

The delivery of library materials may be local—for instance, for a specific county or city—or it may be statewide, cross over several states, or even be international in scope. For those delivery systems that include international members, it is particularly important to understand some of the unique issues that international delivery entails. Two stand out: shipping specifics and currency exchange.

When it comes to selecting a delivery method, shipping via airmail or international priority mail are typically within reason for both the time it takes to deliver an item and the costs for international delivery. Delivered items should be packed well but economically and the library should work with the USPS or a commercial courier on the best delivery method, especially if there are multiple packages.

When shipping library materials across borders, a customs form will be required to accompany the materials. The customs form should:

• declare the material’s value,
• state that the materials are being shipped between libraries/non-commercial organizations,
• indicate that the item will be returned to the sender and that the sender is willing to pay for the return, and
• include an address that must match the mailing address.

Finally, International Federation of Library Associations (IFLA) vouchers can be used to pay for international ILL requests in lieu of monetary payment; this can be especially helpful for international libraries where currency exchange can be an issue. They can be used for payment of copies and loans, as well as shipping costs attached to lending. IFLA vouches are issued in full (8EUR/$15USD) and half (4EUR/$7.50USD) vouchers.\textsuperscript{[9]}
Section 3: Automation

There are many different points in the resource sharing workflow where automation can be applied. This section describes two particular types of automation that are specific to physical delivery: the automated materials handling system and courier management systems.

3.1 Automated Materials Handling Systems (AMHS)

3.1.1 Description

A variety of automation and automated materials handling systems (AMHS) are used by libraries for sorting and transporting library materials within a building or by library delivery services. Automated systems are able to sort by using a barcode scanner or RFID antenna to identify and item and then transmitting a request to the ILS to ascertain the destination of the item in order to automatically deposit it in the proper location.

Speed of sorting can range from the speed of manual sorting for systems which at best can handle 500-600 items an hour to high-speed systems that can sort up to 10,000 items per hour.

Different systems provide a range of loading options. Some systems must be loaded by an operator one item at a time. Some systems are self loading and do not require significant operator participation in loading. Other systems provide semi-automatic loading that allows an operator to load multiple items simultaneously.

The size of any system may vary from three or four destinations to hundreds of destinations. The destinations may be static or dynamic. A dynamic configuration allows changes on the fly to accommodate incoming or anticipated volume.

The containers used by systems vary considerably and may be simple totes, hamper type containers, or larger containers with special springs or motorized floors to allow easier loading and unloading. The type of containers may dictate the type of vehicle that is used for delivery.

3.1.2 AMHS Benefits

The primary benefits of using an AMHS for central sorting when compared with manual sorting are:

- faster processing,
- better sorting accuracy, and
- reduced labor costs.

Additional benefits include:

- the ability to perform batch check-in and check-out based on the system having a record of the contents of containers;
- eliminating the need to label outgoing items;
- improved ability to track items and containers within the system;
- increased sorting granularity based on information available from the ILS, e.g., item status, item on hold, item to return to shelf, media, book, children’s department, etc.; and
- the ability to notify the system operator of certain item status types.
3.1.3 AMHS Costs

The costs for implementing an AMHS include one-time capital expenditures, start-up costs, and ongoing expenses.

Initial capital costs are for the equipment, software, shipping containers, and infrastructure upgrades to electrical service, HVAC, and telecommunications.

In addition to installation and software configuration, start-up costs may include retrospective application of barcodes or RFID tags, and software customization to interoperate with the ILS. Most current systems rely on SIP2 messaging to communicate with the ILS, which may require a separate SIP2 license with the ILS vendor. Staff training will also be needed as part of start-up.

Ongoing costs include a maintenance contract and/or spare parts and labor costs for upkeep, and utilities and rent or mortgage on any separate or additional facilities needed. All delivery systems will require management and operators; labor costs will vary based on the size of the system and the level of automation. While this section describes AMHSs, automation can be implemented on a less intense scale in the form of sort to light, a semi-automated sorting technology with higher labor costs and lower capital and ongoing costs. One intangible cost of automated sorting is the loss of productivity due to power or telecommunications outages. A system recovery after lengthy periods of no productivity may be difficult.

When a library seeks to cost justify an AMHS, there may be more than a single budget center involved, which can create complexity in computing savings or return on investment. Library delivery services exist that provide a very high level of sorting efficiency with manual sorting. However, this efficiency is sometimes made possible by presorting at the libraries, which could be desirable for libraries that are paying for delivery service. It is no surprise that the major central sorting operations are in large libraries with large numbers of branches where automation’s benefits are provided to a single organization with a single budget thereby justifying a large investment with labor savings throughout the system.

3.2 Courier Management Systems

Larger library delivery systems with hundreds of stops each day or week often need a sophisticated management system to handle the complexity of delivery. Both homegrown and commercial systems are available to automate a courier service’s routing, communication, and billing functions. Route management software systems are available from a number of logistics industry suppliers. Billing systems can be standalone, like QuickBooks, or part of a multi-functioning software package. Many courier management services have developed their own databases and web forms to manage their system.

Part of courier management systems is an online communications tools. Most library couriers maintain a website to inform participants and to solicit new members. These sites often include information on pricing, delivery schedules, participating libraries, correct labeling and packaging, training videos, manuals, etc. Most systems also have some form of email messaging service for notifications about courier delays, library closings, or similar situations that can affect delivery.
Section 4: The Physical Move

This section covers the details in identifying, preparing, and shipping an item between libraries—from the lending library to the requesting library and its return from the requesting library back to the lending library. Specific aspects of the physical move that are covered include: item labeling, item packaging and package labeling, transportation containers, package tracking, and transportation.

4.1 Item Labeling

The first step in the delivery process links a patron’s request for an item to the ILL/ILS system, which produces a pick slip, routing slip (see Figure 2), or combination of both slips. In addition, a requesting library may also produce a hold shelf slip in cases where hold shelves are in use. Figure 3 illustrates a combination pick and hold slip.

It is recommended that the labeling of routine library items—books, CDs, DVDs, or journals—be kept very simple to facilitate quick and easy transfer of materials between locations. Below are recommendations of what each item’s label should include.

1) Pick Slip
   a. Destination Identifier for where the item is going (e.g., address/code)
   b. Event Transaction Number (e.g., OCLC request number)
   c. Date of request
   d. Item Identifier (e.g., item title, call number, barcode)

2) Routing Slip
   a. Destination and/or Sorting Code that identifies where the item is going (e.g., address/code)
      If there is a limited number of delivery destinations for the system, then preprinted destination codes on the label could be used, where the correct destination code would be marked (e.g., circled).
   b. Date of request
   c. Home Location Identifier (for the item)

Figure 2: Routing Slip used by OhioLink
3) Combination Pick/Routing Slip
   a. Destination Code that identifies where the item is going (e.g., address/code)
   b. Event Transaction Number (e.g., OCLC request number)
   c. Date of request
   d. Item Identifier (e.g., item title, call number, barcode)
   e. Home Location Identifier (for the item)

4) Hold Shelf Slip
   a. Patron Name
   b. Date item is placed on hold shelf

![Sample Combination Pick and Hold Slip used by OhioLink](image)

**Figure 3: Sample Combination Pick and Hold Slip used by OhioLink**

### 4.2 Connecting the Routing Slip to the Packaged Item

Routing slips or labels provide directions to the receiving library. There are a number of ways labels (typically small pieces of paper) can be attached to the shipped item and the packaging can influence what type of label is used. In general, it is recommended that the least amount of materials and work be used to
Physical Delivery of Library Resources

create a label. The following four methods—listed in order of least work and materials per shipment to most work and materials—are all workable, depending on the packaging used; each has pros and cons identified.

1) Label Sticking Out Top
   a. Labels must have the destination (or code) printed near the top of the slip.
   b. The slip must be long enough to be held in a secure manner when placed inside the covers of a book (see Figure 4).
   c. Media cases are often incompatible to hold the label securely. Rubber bands or other methods (see #2 below) must be used for such incompatible items.

![Figure 4: Label Sticking Out Top](image)

2) Rubber Bands Used to Secure Label
   a. Labels should be secured to an item (or small bundle of items) by placing two sturdy rubber bands—one vertically and one horizontally—on the item or bundle. Size 64 (3 1/2” x 1/4”) or 117B (7” x 1/8”) rubber bands are recommended.
   b. The routing slip should be folded in half and stapled around the intersection of the two rubber bands (see Figure 5).
   c. Rubber bands can be reused multiple times.
   d. On very rare occasions, minor damage to the item can occur where the rubber band connects to the item.

![Figure 5: Using Rubber Bands to Secure Label](image)
3) Paper Banding around the Front of the Book
   a. A strip of paper is affixed around the cover of the book; these strips may be self-adhesive or secured with tape (see Figure 6).
   b. The paper-banded method is not recommended because it tends to be labor intensive and can cause damage to materials when being added to or removed from a shipped item.

![Figure 6: Paper Banding](image)

4) Adhesive Removable Labels
   a. A sticky note (e.g., “Post-it®” note) or other adhesive removable label with the destination (or code) is placed on the front of each item shipped (see Figure 7).
   b. Removable labels should not be used on any item that might be damaged by the adhesive. Not all libraries use truly removable barcodes or labels; adhesives can leave residue. Check the specific library’s borrowing policy for details.
   c. Some removable labels do not stick as well as others and might fall off.

![Figure 7: Adhesive Removable Labels](image)

Per US ILL Code 4.9[^1], borrowed items should be returned in the condition in which they were received at the requesting library. In particular, adhesive labels or tape should not be affixed directly to any borrowed item unless local agreement allows for adhesive removable labels. Further, US ILL Code 4.13[^4] states, “The requesting library should package material to prevent damage in shipping and should comply with any special instructions stated by the supplying library.”

Table 1 identifies means of fixing a label to an item in order of recommended preferences.
Table 1: Methods for Affixing Labels

<table>
<thead>
<tr>
<th>Order of Preference</th>
<th>Label</th>
<th>Product Examples</th>
<th>Direct Cost per Unit</th>
<th>Workflow Impact</th>
<th>Environmental Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most recommended</td>
<td>Label sticking out of the top of the item</td>
<td>Any paper</td>
<td>Low</td>
<td>Minimal</td>
<td>Low</td>
</tr>
<tr>
<td>Label sticking out the top of the item</td>
<td>Thermal paper</td>
<td>Medium</td>
<td>Medium</td>
<td>Poor (paper is not recyclable)</td>
<td></td>
</tr>
<tr>
<td>Rubber banded</td>
<td>Any heavier/wider rubber band: size 64 (3 1/2” x 1/4”) or 117B (7” x 1/8”)</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>Paper banded</td>
<td>Any paper; regular adhesive tape</td>
<td>Low</td>
<td>High</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Sticky notes</td>
<td>3M brand Post-It® notes 1.5” x 2.5”</td>
<td>Low</td>
<td>Minimal</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>Least recommended</td>
<td>Adhesive removable labels</td>
<td>Avery 5164 (4” x 3.3”) or similar generic label</td>
<td>Medium</td>
<td>Minimal</td>
<td>High</td>
</tr>
</tbody>
</table>

4.3 Item Packaging and Package Labeling

4.3.1 Item Packaging

To stay efficient and keep costs low, item packaging should be minimized and the item should be handled as little as possible. Further, packaging material should be able to be reused multiple times—even hundreds or thousands of times. In cases where disposable packing is used, the smallest size of packaging material available should be employed, and it is further recommend that the packaging material be made of recycled components. The less material used the greener the process and the more it reduces the number of steps needed; therefore repetitive work needed by staff.

Packaging should be appropriate to the fragility and rarity of the item. Additional or specialized packaging will often be required as an item’s value and fragility increases in order to better protect against loss or damage. Special collections and archival materials will have their own unique packaging requirements; these are outside of the scope of this document. For more information about archives and special collections packaging, see the ACRL Rare Book & Manuscript Section’s Guidelines for Borrowing and Lending Special Collections Materials for Research Use and Exhibition.[3]

Table 2 lists packaging alternatives in order of recommendation (from high to low) based on cost, workflow impact, and environmental impact.
### Table 2: Types of Item Packaging

<table>
<thead>
<tr>
<th>Order of Preference</th>
<th>Packaging</th>
<th>Product Examples</th>
<th>Direct Cost per Unit</th>
<th>Workflow Impact</th>
<th>Environmental Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Recommended</td>
<td>Unpackaged</td>
<td>Placing items in destination containers with no labeling or packaging on the item</td>
<td>None</td>
<td>Low</td>
<td>Least impact</td>
</tr>
<tr>
<td></td>
<td>Rubber banded</td>
<td>Alliance® Pale Crepe Gold™ Rubber Bands In 1 Lb. Box, #117B, 7” x 1/8”</td>
<td>Low</td>
<td>Minimal</td>
<td>Low impact</td>
</tr>
<tr>
<td></td>
<td>Enclosed in reusable plastic/nylon bags</td>
<td>Multiple vendor options</td>
<td>High</td>
<td>Minimal</td>
<td>Low impact</td>
</tr>
<tr>
<td></td>
<td>Reusable padded envelopes</td>
<td>Jiffy Rigi Bag® Recycled Mailers, 14 1/4” x 18 1/2”, Kraft</td>
<td>Medium</td>
<td>Minimal</td>
<td>High impact</td>
</tr>
<tr>
<td></td>
<td>Paper banded</td>
<td>Regular Copy Paper</td>
<td>Varies</td>
<td>High</td>
<td>Medium impact</td>
</tr>
<tr>
<td></td>
<td>Single use packaging</td>
<td>Commercial packing materials</td>
<td>Varies</td>
<td>Minimal</td>
<td>Not recommended</td>
</tr>
</tbody>
</table>

CDs and DVDs follow the same packaging recommendations as outlined in Table 2 above. However, one additional change can help reduce damage to the CD or DVD container. Many libraries have substituted the brittle, plastic containers that are typically sold with DVDs and CDs with more flexible, durable plastic cases. If durable cases are not available, a protective envelope should be considered. Figure 8, below, shows a soft DVD case and a hard CD case (also known as a “jewel case”).

4.3.2 Package Labeling

Once an item is packaged, an external routing slip is typically added to indicate destination. Printing routing slips on demand or using pre-printed routing slips is recommended over handwritten slips, which can be more difficult to read.

There are three different methods that can be used to label a package:

1) **Library Name** – A commonly used method is to place library name on the routing slip. This may, however, cause confusion with similarly named libraries. Library names may also be given as:
   - Abbreviated institution names
   - Town names

2) **Postal Address**

3) **Codes** – Codes reduce local name sorting confusion. Short codes (3-4 characters) lessen the chance of mis-sorting compared to longer strings of text.\(^1\) Codes may be:
   - Alphanumeric
   - Numeric
   - Alphabetic only (e.g., OCLC codes)

In a regional delivery system where numeric codes were implemented and workflow stabilized, a 0.1% improvement in sorting accuracy was observed in a one-week sample period.\(^1\) Although this number might seem small, the improvement was in fact significant. It meant that 2,500 of 2.5 million items shipped per year were not mis-sorted. This increase in accuracy translates to savings that include the cost of shipping the item to and from the wrong destination; the labor cost for library personnel to process the received item and ship it to the correct destination; and the time spent in transit to and from the wrong destination, thereby providing faster delivery time for a patron.
4.4 Transportation Containers

4.4.1 Ergonomic Considerations

The logistics industry pays attention to ergonomic issues as it reduces costs by reducing delivery personnel injuries. Libraries should also pay attention to issues impacting health and safety of workers. Care should be taken to keep weight limits low to reduce lifting injuries. Lifting can be thought of as an equation that considers how much a healthy worker can lift over an eight-hour period without increased risk of injury. Summarizing one NIOSH study for beverage workers, a healthy worker should lift no more than 51 pounds at a time over an eight-hour period of non-repetitive lifting and carrying. The formulas used to determine lifting guidelines for specific situations can be quite complex and include consideration of number of lifts, distance carried, weight of objects, etc. The Applications Manual for the Revised NIOSH Lifting Equation can help a library system determine the correct weight for their circumstances. However, many library delivery systems have chosen to simply the process by limiting frequently lifted container weights to between 25-35 pounds each, and for less repetitive lifting of containers using a range from 35-40 pounds.

4.4.2 Transport Container Types

In many cases, smaller containers work better as they, by virtue of their size, minimize weight and limit shifting of items inside the container. Figure 9 shows examples of large and smaller (half-sized) containers.

Many library delivery systems place smaller packages into larger containers, as bundling many small containers makes it easier to move a large quantity of items and enclosed totes, bins, and/or bags can provide protection from the weather. Examples are illustrated in Figure 10, below.
It is recommended that a system of “destination” bins be implemented at each location so that items can just be dropped into the bin going to a specific location, in cases where a lending library normally fills a bin for a given destination. No additional bundling or labeling of the library items would be needed. The bin is the only object that would need to have the destination noted. This recommended practice would save on time and staff since materials would be presorted by staff into destination bins ready to be delivered.

Each container type has different advantages and disadvantages based on the circumstances of the delivery operation. For instance, heavy-duty containers tend to hold up longer with frequent usage. Some containers limit exposure to weather; in other delivery circumstances, items are never exposed to the elements, so open bins work adequately (see Figure 11).

4.5 Transportation

4.5.1 Transportation Vehicles

Library systems use a variety of transportation vehicles to deliver items. There are two primary methods of organizing transportation: 1) using an in-house fleet, and 2) outsourcing to a delivery vendor. Both methods are used extensively, and each has inherent advantages and disadvantages.

In-house fleets are most commonly used in library systems with branch delivery services. Using one’s own fleet has the significant advantage of allowing the library to set delivery times and schedules. This system allows the most control over processes. However, there are significant cost requirements with
owning a fleet, including space to house vehicles, acquiring and maintaining a fleet, and managing drivers.

The advantages of outsourcing to a commercial vendor are that the library system does not have to manage a fleet of trucks and drivers, and costs may be lower overall. Outsourcing to a commercial vendor tends to reduce costs beyond the management of a fleet, too, as delivery schedules may be shared with other organizations, such as banks, pharmacies, film processors, etc. However, library systems that use commercial vendors have less control over routes, delivery times, and other logistics because the commercial firm will likely be managing many clients on any given route.

In choosing whether to outsource or manage a delivery fleet, each library system must decide what factors are most critical to their circumstances and match the transportation system to their particular circumstances.

4.5.2 Delivery Logistics

When establishing either an internal or courier based library delivery service, some initial delivery logistics need to be determined, as discussed in the next two subsections. Note that these logistics do not apply to package delivery services or the US Postal Service.

4.5.2.1 Central Sorting vs. Presorting

There are two primary sorting types:

1) **Central Sorting** – Central sorting can take place at a main location or a warehouse. All materials are sent to the central hub for sorting. Central sorting moves sorting from individual libraries to a central facility. Central sorting allows for delivery on the next scheduled delivery at the requesting library in cases where the sorting takes place after daily pick-ups and the sort site is emptied daily. This next delivery day turnaround time can be lengthened in cases where sorting takes place after vehicles have departed and in cases where the sort site is not emptied daily.

2) **On-board Sorting** – Courier personnel sorts materials “on the fly” allowing for same day delivery for requesting locations that fall later on a given route. In other cases, next delivery day delivery is the optimum.

3) **Presorting** – Libraries presort materials for couriers in separate bins or bags. Allows for same day delivery for requesting locations that fall later on a given route. In other cases, next delivery day delivery is the optimum.

When reviewing these options, one thing that libraries must take into consideration is workload factors. Libraries that have the staff and facility space needed to take on sorting, presorting, and bundling of items may be willing to do so in order to eliminate work at the sort site or by delivery drivers. Two primary reasons why a library may choose to presort delivery materials may be: 1) to allow for more frequent stops on a given route or 2) to contain costs. It must be noted, however, that the cost of delivery/sorting is not eliminated entirely in presorting. It has merely been shifted from the courier to the library that has taken on some of the labor and overhead for the service, and may in fact cost more to have libraries using their own labor and facilities to do this work instead of moving it to a warehouse environment.

4.5.2.2 Delivery Stops and Times

There are three types of stops that can be used in delivery: 1) stops per week, which are scheduled stops, 2) on-call stops, and 3) drop boxes.

Determining the number of scheduled stops per week is normally governed by the volume of shipping and receiving per a given library, the delivery budget, and the capacity of delivery vehicles. Libraries with heavier shipping/receiving are likely to have more scheduled stops, which help to improve turnaround time. Eliminating a stop at a busy library can slow the delivery of items coming and going from the
library. It is recommended to have as many stops per week as possible to move items quickly. Some delivery systems require larger libraries to have five day a week stops.

A library may also consider using on-call stops. Pick-up services to very low-volume stops are often provided on an on call basis, i.e., the library contacts the delivery service provider when an item or items are ready to be picked up. The delivery service provider will then dispatch a pick up. It is also incumbent on the delivery service provider to dispatch a delivery when items are designated to be sent to an on-call stop. This could be on an as needed basis, weekly, or on some other pre-determined schedule. The policy for making such on-call deliveries and pick-ups must be clear.

Drop boxes are another delivery stop method, providing a delivery site outside of the library’s physical building. The library leaves materials within the secure box for the courier and the courier leaves materials for the library. The advantage of the drop box is the courier does not need to arrive within the library’s open hours or enter secure locations. When keys are provided to drop boxes, a high level of trust and appropriate bonding and insurance may be required. For a drop box to properly protect materials, the following is needed:

- Lid to extend over drop box to protect items from weather during transitions
- Hefty lock placed in a highly visible location to ensure security
- Weather proofing of box itself to prevent moisture from entering

In addition to establishing the type and frequency of delivery stops that will be made, it is important to also define times for the delivery service. Most libraries prefer that deliveries/pick-ups take place at predictable times, particularly to enable the library staff to process the incoming and outgoing materials during regular work and library hours. Delivery times are often referred to as “windows” to allow a service provider a specific time range (window) for delivery, for example, a one-hour window. A window of time allows for fluctuations in traffic, higher or lower volumes at other stops, and route variations on a given day.

4.6 Package Tracking

4.6.1 Overview of Tracking

Tracking is used to follow the journey of any given item during each stage of shipment. Tracking tends to be limited to those library systems using commercial carriers, such as FedEx and UPS. While package tracking provides great security and often includes financial recovery of lost items, there are associated drawbacks. Staff time, one-time-use packaging materials, and the cost of the delivery service can make these services prohibitively expensive. In the future as technologies evolve and costs come down, package tracking may be considered more broadly by libraries offering delivery services. However, while implementation of local tracking systems is currently rare there are some systems in place to help track packages in the delivery process that should be noted. The two main ways that packages are currently tracked are by barcodes or RFID tags, and by monitoring and period reports.

4.6.2 Barcodes and RFID Tags

For item-level tracking to be effective, barcodes or RFID (radio frequency identification) tags must be connected to a specific item. Because of the costs when dealing with millions of items shipped a year, only libraries that are low-volume shippers or have high-value materials tend to use carriers that provide tracking.
When considering individual package tracking, libraries must consider:

- **Labor and Costs** – When tracking individual items, additional handling is required of both the courier and the library. If the item does not already have a barcode that can be used, library staff must generate barcodes and link the barcode to the individual item. Couriers must scan items at multiple points in transit to record status. If individual items with barcodes are transported in totes, bins, or other transport containers, a courier would need to remove each item in order to scan the barcode for each item. This can add significant staff and courier time, material costs, and delays in transportation that needs to be weighed against the benefits of tracking.

- **Potential Loss** – Tracking is often done to prevent material loss (of find lost items). Most courier managers had found the overall loss ratio is usually quite low, often far less than 1%. As a result, many high-volume library delivery systems have decided that tracking individual items is not cost effective as it can far outweigh the costs of replacing any losses.

While RFID (radio frequency identification) is currently used primarily for local circulation purposes, libraries may be able to use RFID to track packages in the future. One significant benefit of RFID tags over barcodes is the ability to scan items without removing items from the container (depending on the type of RFID tag/scanner and the number of items in a container). A new three-part ISO standard, *Information and documentation – RFID in Libraries (ISO 28560)*[^10] was issued in March 2011. Following this publication, NISO revised its Recommended Practice, *RFID in U.S. Libraries*[^19] to conform to this new standard and also be a U.S. profile to ensure common practices in U.S. implementations of RFID. Implementation of the standard and recommended practice will ensure the kind of cross-library interoperability that is needed in a resource sharing environment.

### 4.6.3 Monitoring & Periodic Reports

In lieu of tracking individual items or packages, sampling and periodic reports can be used to monitor delivery performance.

- **Random and Target Route Monitoring** – In the case of sampling, GPS trackers are enclosed with materials to enable monitoring of items in delivery.

- **Periodic Reports** – In-transit reports created from integrated library systems by system administrators can be used to detect lost items and identify and troubleshoot problems. The reports can contain titles, estimated ship dates, and other vital routing information.
Section 5: Taking the Next Step

Delivery services are always impacted by the conditions of the participating libraries. Snowstorms, bad roads, mountain passes, and city traffic all impact delivery of library materials. There is no perfection possible in the logistics industry. As a result, ingenuity, patience, and hard work are the best tools for delivery managers.

In developing recommended practices, the NISO Physical Delivery of Library Resources Working Group has tried to give more than one option when choosing how to label, package, ship, etc. We believe firmly that with delivery “less is always better,” so in general we recommend less packaging, reducing deliveries, limiting paperwork, and the use of floating collections as a few examples. We hope this document will give the reader new ideas for improving services when selecting among the options presented.

We have found that visiting a similar or nearby library that utilizes a delivery system can be helpful. We strongly recommend readers join the Moving Mountains LISTSERV maintained by the SWON consortia. This is the one place were announcements about library delivery generally get posted. The Moving Mountains website also contains information about delivery and includes a blog.

Two other organizations where readers can get involved and learn more are: 1) the American Library Association’s ASCLA ICAN Physical Delivery Group, and 2) Rethinking Resource Sharing
Physical Delivery of Library Resources

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