



Moving Forward – Summary Report on Delivery Services¹

February 2016

A. Plan of Service

1. Goal Statement: MHLS will provide physical delivery service to all member libraries.
2. Intended Result(s):
3. Library materials will be collected and distributed by the most efficient and cost-effective method, through continuous refinement of methods to expedite delivery.
4. Evaluation Method(s):
 - a. Ongoing review of delivery usage patterns, statistics and capacity.
 - b. Advisory committee investigation of indirect costs, such as moving materials, damage from overuse and staff time.
 - c. Ongoing assessment of member library comments by MHLS staff for continuous improvement.
5. Annual Progress Report (2014):
 - a. Conducted a detailed report analyzing MHLS delivery service including the outputs, outcomes, resources allocated to the service, and determined the value/return on investment for MHLS delivery service. This was reviewed and discussed by the MHLS Directors Association and the MHLS Board of Trustees.
 - b. Coordinated 6 day-a-week delivery with 29 routes per week and 473 stops per week, averaging 78 stops per day, throughout the MHLS region to facilitate resource sharing and achieve same-day and next-day delivery to member libraries. Delivered and picked up approximately 88,800 individual boxes of library materials, averaging 45 items per box for a total of nearly 4 million items.
 - c. Refined design and procedures in MHLS sorting / delivery bay to expand capacity and expedite delivery.
 - d. Incorporated new efficiencies into the delivery routes for sharing materials to keep holds moving and increase the fill rate at member libraries without unnecessary shipping.

B. Outputs (2014)

1. Number of Delivery Destinations = 75 (69 Libraries, 4 Correctional Facilities, 2 Colleges)
2. Libraries Receiving Six-Day Delivery = 52
3. Delivery Days per Year = 303²
4. Stops per week = 473
5. Routes Driven Weekly = 29
6. Miles Driven per Week = 4,013
7. Total Materials Received³ & Provided⁴ = 1,706,612
8. Items Sorted at MHLS = 1,348,470⁵

¹ GENERAL DEFINITION – Delivery Services collect, sort and deliver materials between libraries.

² 365 – 52 Sundays & 10 holidays

³ Annual Report – 4.16 TOTAL MATERIALS RECEIVED - Library materials, or copies of the materials, borrowed by the reporting library to fill a specific title, author, or subject request (i.e., loans received from other libraries, systems, agencies or suppliers). Materials received (borrowed) are also counted as circulation by the reporting library when charged out for use outside the library by the reporting library's patrons. "Library administration" means Administrative Entity (not anything broader). Do not include items loaned between outlets within the same library administrative entity.

⁴ Annual Report – 4.17 TOTAL MATERIALS PROVIDED - Library materials, or copies of the materials, loaned by the reporting library to the system, other libraries, other systems or agencies to fill a specific title, author, or subject request. Materials provided (loaned) are not counted as circulation by the reporting library. "Library administration" means Administrative Entity (not anything broader). Do not include items loaned between outlets within the same library administrative entity.



- 9. Total Items Moved⁶ = 3,396,600⁷
- 10. Items Touched by Delivery Staff = 4,694,940⁸

C. Outcomes

- 1. The staff of member libraries will more effectively and efficiently share library materials.
- 2. Patrons of member libraries will be supported in their formal and informal educational endeavors by borrowing current, high-demand, and high-interest materials in a variety of formats from the 66 member libraries of the Mid-Hudson Library System.

D. Costs Associated with MHLS (2014)

MHLS STAFF	Percent Delivery Services	Salary	Benefits	Delivery Services TOTAL
Tom Finnigan	90%	49,117	24,987	74,104
Chris Herron	45%	20,815	15,788	36,603
John Barath	95%	11,140	3,513	14,653
Rony Santizo	100%	6,985	1,044	8,029
Chris McCann	85%	10,860	1,622	12,482
Vincent McCombs	100%	9,750	1,457	11,207
				157,077
CONTRACTED SERVICESⁱ				
	Total Cost		Delivery Services Cost	
Hudson River Transports	336,653		336,653	
Van (insurance, gas, maintenance)	2,341		2,341	
			338,994	
TELCOM SERVICESⁱⁱ				
	Total Cost		Delivery Services Cost	
Network & Phone Services ⁱⁱⁱ	30,325 – 5,596 (Teleforms) = 24,729		6,312	
			6,312	

⁵ Items Sorted at MHLS – Items representing the libraries to MHLS move and preparation for their next move by MHLS Staff. Formula: Boxes Into MHLS (29,966) X Average Number of Items per Box (45) = Total Items Sorted (1,348,470)

⁶ Moved - Items transported from one location to another (e.g., library to library, library to MHLS, MHLS to library).

Formula: Items Into Libraries(2,002,140) + Items Out of Libraries(2,002,140) – Forward Sorted Items (30% of Items Out of Libraries) (1,401,498) = Total Items Moved (3,403,638)

⁷ Total items moved (library site pickup/drop offs) as per drivers’ stat sheet minus 30% forward sorting

⁸ Items Touched by Delivery Staff – Individual physical handling of item by drivers and MHLS staff.

Formula: Items Out of Libraries (1,998,000) + Items Sorted at MHLS X 2 (2,696,940) = Total Items Touched by Staff (4,694,940)



F. Value of Services

1. Value of Items Borrowed/Loaned Between MHLS Member Libraries (2014) = \$12,023,044
 - a. 1,032,021 items X \$11.65⁹ = \$12,023,044
2. Cost Comparisons for MHLS Delivery Services compared to USPS/UPS Delivery Services

Delivery Service	45 lb Box Next Day Rate	Cost to Ship 44,492 Boxes from MHLS to Members	Cost to Ship 44,492 Boxes from Members to MHLS	Total Shipping Cost per Year
USPS	\$51.38	\$2,285,998	\$2,285,998	\$4,571,997
UPS	\$100.00	\$4,449,200	\$4,449,200	\$8,898,400

MHLS Staff Sorting to Support USPS/UPS Delivery Services			
115 Staff Hours Sorting per Week	109 Staff Hours Packaging per Week	Packaging Supplies Cost ¹⁰	Total Staff & Supplies Cost
\$2,908	\$1,323 (\$10.56/hr + % 15 benefits)	\$2,405/wk	\$6,637/wk
5,792 hrs/yr \$146,899/yr	\$67,156/yr 5,530 hrs/yr + benefits	\$125,060/yr	\$359,115/yr

3. Cost Comparisons for MHLS to Westchester Library System Delivery Services
 - a. WLS
 - 1) 38 libraries over 431 square miles served
 - 2) 2,485,581 (1,070,040¹¹ + 1,415,541¹²) total items transferred between libraries
 - 3) 2,485,581 total items / \$365,000 = \$.15 per item
 - b. MHLS
 - 1) 66 libraries over 2,926 square miles served
 - 2) 1,772,305 (818,438¹³ + 953,867¹⁴)
 - 3) 1,772,305 total items / \$503,425 + general admin = \$.28 per item

ⁱ Vendor/constrator provided services/products

ⁱⁱ % of total Telecom costs – After staff FTE assigned, breakout of telecom costs by service (break out Teleforms & all other by staff FTE per service)

ⁱⁱⁱ Minus Teleform costs

^{iv} % of General Hardware/Software costs - After staff FTE assigned (allocate on a per staff calculation)

^v OCLC charges to Cataloging Services

^{vi} % of General Overhead costs - After staff FTE assigned (allocate on a per staff calculation)

^{vii} Ibid.

^{viii} Ibid.

⁹ Average value of library item borrowed is \$17 for Adult Book, \$12 for YA Book, \$17 for Children’s Book, \$9.95 Audiobook, \$4 Movies, \$9.95 CD = Average price per item = \$11.65 – Library Value Calculator http://www.ala.org/advocacy/advleg/advocacyuniversity/toolkit/makingthecase/library_calculator

¹⁰ Number of Boxes to Ship to Members per week is 881 X \$2.73 (Price of Box) = \$2405.13

¹¹ Annual Report – 4.16 TOTAL MATERIALS RECEIVED

¹² Annual Report – 4.17 TOTAL MATERIALS PROVIDED

¹³ Annual Report – 4.16 TOTAL MATERIALS RECEIVED

¹⁴ Annual Report – 4.17 TOTAL MATERIALS PROVIDED