



Benchmarking Study 2015

Table of Contents

Introduction	3
Peer selection.....	3
National peer group.....	4
State peer group	5
Methodology:.....	6
Data tables	8
Benchmarking summary table (national peers).....	8
Benchmarking summary table (state peers).....	9
Executive summary	10
Annual revenue	12
Library branches, public service hours, square footage	13
Library branches.....	13
Public service hours	14
Square footage.....	14
Operating expenditures	15
Staff expenditures (public service hours, FTE (Full Time Equivalent)).....	16
Outputs (library use) and staff productivity.....	17
Operating expenditures for library materials (collection)	18
Materials expenditures, collection size, and circulation.....	18
Parameters indicating use	19
Visits, web visits, and cardholders	19
Circulation and turnover	20
Program attendance, average program attendance, and summer reading	22
Technology usage.....	23
National benchmarking graphs	25

Introduction

The Benchmarking Study 2015 compares Jefferson County Public Library (JCPL) to national library data published annually by the Public Library Data Service (PLDS) www.plametrics.org. The PLDS survey (national survey) collects information on finances, library service resources and usage, and technology on an annual basis. The national survey is administered by the Center for Informatics Research in Science and Scholarship (CIRSS) at the University of Illinois, on behalf of the Public Library Association (PLA). In 2015 a total number of 1,894 Canadian and US libraries completed the PLDS survey. In addition JCPL uses some select benchmarking data from the Colorado's Public Library Annual Report (state survey) which offers valuable benchmarking parameters that are not part of the national survey. The state survey is published annually by the Library Research Service (LRS) www.lrs.org, which is an office of the Colorado State Library and affiliated with the Colorado Department of Education. In 2015, a total number of 115 Colorado libraries participated in the state survey. For both surveys, national and state, a comparative group of benchmarking peers has been selected in order to obtain relevant benchmarking data for JCPL.

This report uses 2015 annual results for benchmarking, and JCPL's performance indicators were benchmarked against selected peer groups for national and state surveys by evaluating JCPL's rank and median (50th percentile) within the peer group. For national comparison we further assess the change over time of JCPL in comparison to the peers' median development over a three-year time span, i.e. comparing actual and percentage change from 2013 to 2015. When making these longer-term evaluations we need to be aware that our national peer group has changed to some extent annually, which may affect some trends more than others.

Peer selection

The national peer group was selected on the basis of population size and revenue per capita, resulting in a total number of ten peers including JCPL. The state peer group was based on population size only, resulting in a total number of four peers including JCPL. For the purpose of this study the population is defined as the number of people residing in the Legal Service Area (LSA) of the library, for JCPL this is Jefferson County. Various measurements will be based on population, when we look at indicators on a per capita or a per 1,000 capita level. The revenue per capita refers to the funds received for operating the libraries, broken down to reflect the available budget per county resident. Since reporting on a state and national level is voluntary, the available pool of libraries is contingent upon the libraries taking part in the surveys and reporting their numbers annually.

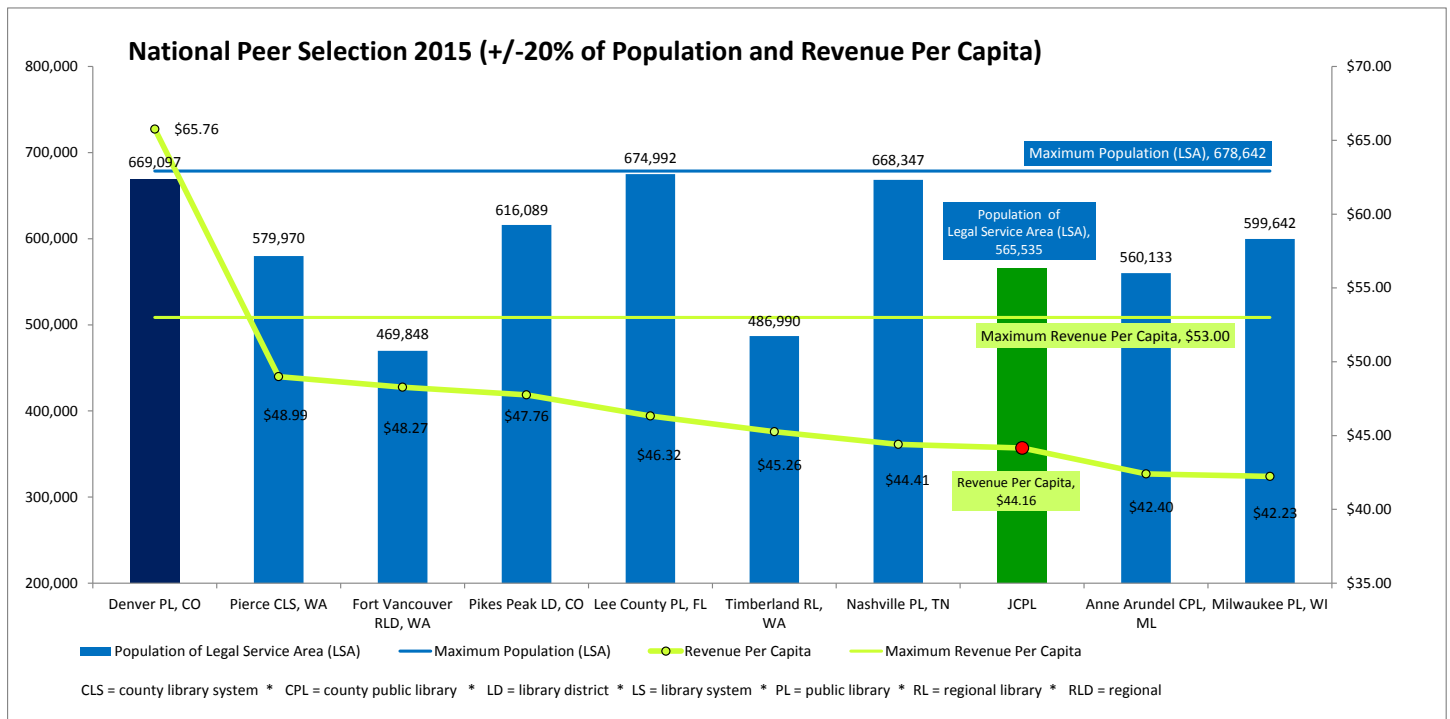
National peer group

The national peers including JCPL were determined within

- Population LSA+/- 20 percent of JCPL's (565,535 in 2015)
- Revenue per capita+/-20 percent of JCPL's (\$44.16 in 2015)

Ten national peers were selected for 2015. The table below shows them sorted in descending order by population size, and the new peer for 2015 have been marked with an asterisk*.

2015 NATIONAL PEERS (10)	Income Per Capita	Population LSA
FL - Lee County Library System	\$46.32	674,992
CO - Denver Public Library (was added as peer out of range)	\$65.76	669,097
TN - Nashville Public Library *	\$44.41	668,347
CO - Pikes Peak Library District	\$47.76	616,089
WI - Milwaukee Public Library	\$42.23	599,642
WA - Pierce County Library System	\$48.99	579,970
CO - Jefferson County Public Library	\$44.16	565,535
MD - Anne Arundel County Public Library	\$42.40	560,133
WA - Timberland Regional Library	\$45.26	486,990
WA - Fort Vancouver Regional Library District	\$48.27	469,848



The Maximum Revenue Per Capita (\$53.00) displayed in the graph above refers to the upper range limit (+20%) of our defined peer group range for revenue per capita.

The following peer continues to be included in our peer group as an exception:

- **CO - Denver Public Library**
was added as a valuable local partner for comparison despite outside-of-range placement for revenue per capita, and has been used consistently since 2012 for national and state comparisons.

The following peer is new in 2015:

- **TN* - Nashville Public Library**
is new in 2015 (they had been slightly above our 20% maximum of population LSA in 2014)

The following peers from 2014 fell outside of the defined selection range for 2015 and were excluded in 2015:

- **VA - Virginia Beach Public Library**
is outside of range with their population size (too small)
- **OK - Tulsa City County Library System**
is outside of range with their income per capita (too large)

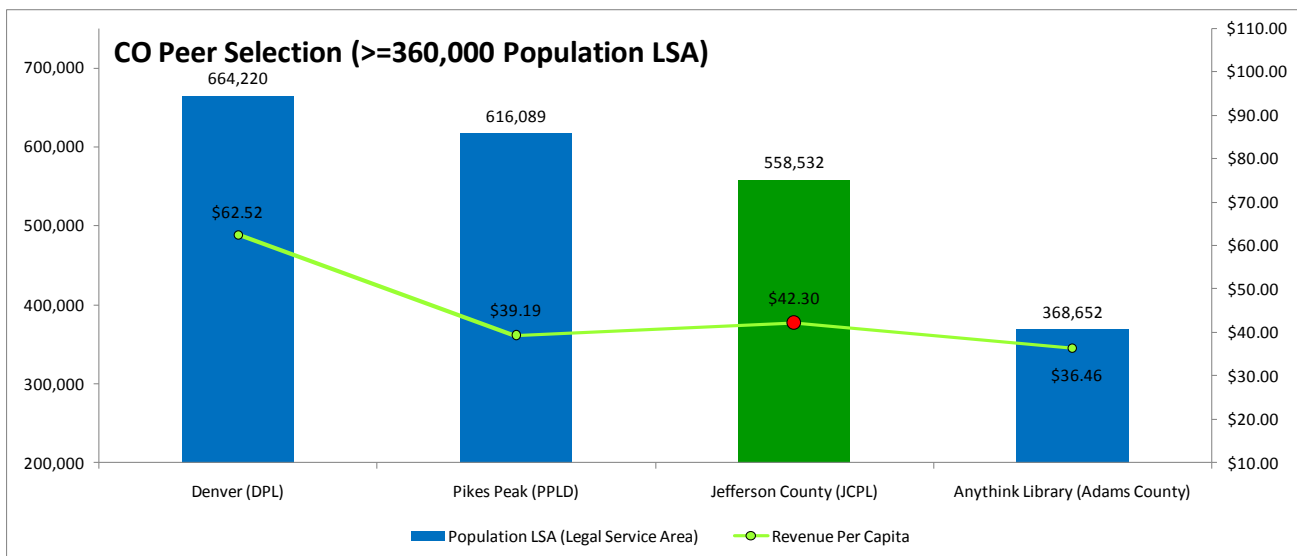
State peer group

The state peers including JCPL were determined as serving a

- **Population LSA >=360,000 people**

Four state peers were selected for 2015. The table below shows them sorted in descending order by population size.

2015 STATE PEERS (4)	Population LSA	Revenue Per Capita
CO - Denver Public Library	664,220	\$62.52
CO - Pikes Peak Library District	616,089	\$39.19
CO - Jefferson County Public Library	558,532	\$42.30
CO - Anythink Libraries (Adams County)	368,652	\$36.46



The population range used for choosing JCPL's peers was changed in 2015 in comparison to prior years. In 2015 libraries with a population size $\geq 360,000$ people were included in the peer group, while in past years libraries with a population size $\geq 200,000$ people were used for benchmarking.

Both, the previous table and graph show revenue per capita as an additional piece of information in relation to population size which was the sole criterion used for peer selection. Revenue per capita will show the spending capacity of the state peers that are similar in population size. We see that JCPL, ranking 2nd highest in revenue per capita, also ranks 3rd highest in population. This confirms that our new stricter selection peer range makes for a more comparative peer group within the state of Colorado than in the past years, when JCPL used to be on the high end in terms of population, but on the low end in terms of revenue per capita.

The following peers from 2014 fell outside (below) of the newly defined selection range for 2015:

- **Aurora Public Library**
- **Douglas County Libraries**
- **Arapahoe Library District**
- **High Plains Library District**

N.B.: The state uses their own source for collecting population statistics, which is why population numbers from the national survey will not match those displayed in the state survey as they are based on different sources for population numbers. This also affects the revenue per capita figures that are based on the population numbers.

For the purpose of this Benchmarking study the state peer group statistics are consulted only when they offer additional data that goes beyond the current scope of the national peer group stats. The state peer group is with the exception of Anythink Libraries (Adams County) also represented in the national peer group.

Methodology:

The data used for benchmarking is based on fiscal year 2015 as the most currently available data, and trend evaluation is based on historic information from 2013. National comparison data from PLDS was based on data available from 1,894 libraries in the US and Canada. A peer group of ten libraries including JCPL was selected after applying our selection criteria. In-state comparison data from the Colorado State report was based on the entries of 115 libraries. A peer group of four libraries including JCPL was selected for comparison. JCPL was ranked against the peer group members in the following order, as illustrated in the tables below.

Ranking JCPL against national peers	1	2	3	4	5	6	7	8	9	10
	Above 50th Percentile				Neutral		Below 50th Percentile			

Ranking JCPL against state peers	1			2	3	4	
	Above 50th Percentile			Neutral		Below 50th Percentile	

Data will be presented in form of a narrative, supporting tables and graphs. Based on 2015 data, JCPL was benchmarked against the median (50th percentile) which is also shown in all graphs as the target line. The historic median from 2013 is included in tables and graphs to show trends in the peer group in comparison to JCPL's development over time. Tables will also show the percentage change for both. It will be displayed towards the bottom of the tables with color coding green for “trend up” and red for “trend down”. This makes for a quick comparison of JCPL to the peer group, and shows whether JCPL had the same trend or a different trend from the group.

The 25th and 75th percentile of the 2015 peer groups can be referenced in the summary data tables.

Annual counts are displayed against their per capita ratios for many parameters, in tables and graphs, as their combination will show whether annual counts can sustain on a per capita level in comparison to the median. Per capita figures ultimately measure how well a library is capable of serving its population or community.

Data tables

Benchmarking summary table (national peers)

	(WI) MILWAUKEE 2015	(MD) ANNE ARUNDEL 2015	(TN) NASHVILLE 2015	(WA) TIMBERLAND 2015	(FL) LEE COUNTY 2015	(CO) PIKES PEAK 2015	(WA) FORT VANCOUVER 2015	(WA) PIERCE 2015	(CO) DENVER 2015	JCPL 2015	JCPL Ranking 2015	JCPL 2014	JCPL 2013	25th Percentile 2015	50th Percentile 2015	75th Percentile 2015	Δ JCPL vs. Median (2015)	% Δ JCPL vs. Median (2015)	% Δ JCPL 3-YEAR (2013-15)	% Δ Median 3-YEAR (2013-15)
Benchmarking Parameters																				
Population of Legal Service Area (LSA)	599,642	560,133	668,347	486,990	674,992	616,089	469,848	579,970	669,097	565,535	7	548,557	537,219	523,562	599,642	668,722	-34,107	-6%	5%	9%
Cardholders as % of Population	65.32%	48.31%	45.92%	49.33%	42.87%	42.52%	63.17%	55.93%	73.89%	61.96%	4	62.24%	61.89%	44.40%	64.24%	12.64%	26%	0.12%	-7%	
Square Miles of LSA	96	418	502	7,000	1,212	2,070	4,200	1,773	155	777	6	777	777	287	1,212	3,135	-435	-36%	0%	144%
Population Density (Population Per Square Mile)	6,246	1,340	1,331	70	557	298	112	327	4,317	728	5	706	691	205	557	2,828	171	31%	5%	-47%
Number of Library Branches	12	15	20	27	14	13	14	20	25	10	10	10	10	14	15	23	-5	-33%	0%	11%
Number of Bookmobiles	1	0	0	0	1	3	2	1	2	1	4	1	1	0	1	2	0	0%	0%	0%
Library Square Footage (main and branches)	642,943	240,237	555,516	210,393	277,349	340,262	181,937	217,319	844,366	225,569	7	225,569	225,562	213,856	277,349	599,230	-51,780	-19%	0.00%	7%
Library Square Footage Per Capita	1.07	0.43	0.83	0.43	0.41	0.55	0.39	0.37	1.26	0.40	8	0.41	0.42	0.40	0.43	0.95	-0.03	-8%	-5%	-23%
Public Service Hours Per Year	30,866	47,449	45,986	53,040	34,757	44,698	33,014	50,113	65,328	24,192	10	24,666	24,565	33,886	45,986	51,577	-21,794	-47%	-2%	6%
Public Service Hours Per Week	603	984	918	1,020	695	908	685	1,025	1,321	265	10	474	474	690	918	1,022	-653	-71%	-44%	5%
Collection Size	2,308,828	989,829	2,546,825	1,632,078	1,608,459	998,414	768,976	1,071,458	1,922,628	981,733	9	1,114,621	1,215,004	994,122	1,608,459	2,115,728	-626,726	-39%	-19%	34%
Collection Size Per Capita	3.85	1.77	3.81	3.35	2.38	1.62	1.64	1.85	2.87	1.74	8	2.03	2.26	1.70	2.38	3.58	-0.65	-27%	-23%	-0.63%
Cardholders Per Year	391,680	270,623	306,899	240,216	289,398	261,969	296,797	324,350	494,399	350,433	3	341,446	332,503	266,296	296,797	358,015	53,636	18%	5%	16%
Library Visits Per Year	1,986,575	2,556,371	3,444,250	2,424,389	2,714,117	3,560,669	2,023,980	2,343,381	4,195,777	2,458,315	6	2,452,635	2,541,642	2,183,681	2,556,371	3,502,460	-98,056	-4%	3%	3%
Library Visits per Capita	3.31	4.56	5.15	4.98	4.02	5.78	4.31	4.04	6.27	4.35	6	4.47	4.73	4.03	4.56	5.47	-0.22	-5%	-8%	-12%
Website Visits Per Year	4,286,782	2,096,595	62,937,583	2,001,264	2,920,547	4,626,176	1,265,368	2,120,040	12,385,456	2,848,152	6	3,217,724	4,046,640	2,048,930	2,920,547	8,505,816	-72,395	-2%	-30%	14%
Circulation Per Year	2,356,877	5,409,943	5,133,351	3,959,119	7,048,435	8,013,808	4,454,668	6,722,843	9,014,593	7,202,744	3	7,402,527	7,589,979	4,206,894	5,409,943	7,531,122	1,792,801	33%	-5%	-15%
Circulation Per Capita	3.93	9.66	7.68	8.13	10.44	13.01	9.48	11.59	13.47	12.74	3	13.49	14.13	7.91	9.66	12.30	3.08	32%	-10%	-17%
Circulation Per Holding (Turnover)	1.02	5.47	2.02	2.43	4.38	8.03	5.79	6.27	4.69	7.34	2	6.64	6.25	2.22	4.69	6.03	2.65	56%	17%	13%
Circulation Per Cardholder	6.02	19.99	16.73	16.48	24.36	30.59	15.01	20.73	18.23	20.55	4	21.68	22.83	15.75	18.23	22.54	2.32	13%	-10%	-17%
Reference Transactions Per Year	452,153	360,088	274,191	443,196	2,124,840	532,432	155,857	125,757	519,272	205,556	8	382,928	348,816	215,024	443,196	525,852	-237,640	-54%	-41%	-6%
Reference Transactions Per Capita	0.75	0.64	0.41	0.91	3.15	0.86	0.33	0.22	0.78	0.36	8	0.70	0.65	0.37	0.75	0.89	-0.39	-52%	-44%	-12%
Programs Per Year	5,357	5,031	9,933	3,088	3,534	12,324	5,682	4,321	22,065	7,788	4	7,287	5,960	3,928	5,357	11,129	2,431	45%	31%	16%
Programs Per 1,000 Capita	9	9	15	6	5	20	12	7	33	14	4	13	11	7	9	17	4.79	53%	24%	2%
Program Attendance Per Year	125,958	180,077	334,011	81,509	92,666	276,093	130,101	120,588	419,651	208,354	4	200,571	164,817	106,627	130,101	305,052	78,253	60%	26%	11%
Program Attendance Per 1,000 Capita	210	321	500	167	137	448	277	208	627	368	4	366	307	188	277	474	92	33%	20%	19%
Average Program Attendance	24	36	34	26	26	22	23	28	19	27	4	28	28	23	26	31	0.53	2%	3%	8%
Total Paid Staff Hours (calculated by PLDS)	504,928	538,588	687,960	523,432	462,000	674,017	456,768	541,398	1,427,296	460,331	9	456,295	453,187	483,464	538,588	680,989	-78,257	-15%	1%	1%
FTE (Full Time Equivalent) Per Year	243	276	331	252	222	324	220	260	686	221	9	219	218	232	260	327	-39	-15%	2%	1%
FTE Per 1,000 Capita	0.40	0.49	0.49	0.52	0.33	0.53	0.47	0.45	1.03	0.39	9	0.40	0.41	0.43	0.49	0.52	-0.10	-21%	-4%	4%
FTE Per 1,000 Cardholders	0.62	1.02	1.08	1.05	0.77	1.24	0.74	0.80	1.39	0.63	9	0.64	0.66	0.75	1.02	1.16	-0.39	-38%	-4%	-4%
Revenue Per Year	\$25,324,485	\$23,749,034	\$29,681,118	\$22,043,435	\$31,268,919	\$29,421,673	\$22,681,546	\$28,414,905	\$44,001,954	\$24,975,800	7	\$24,815,991	\$24,497,310	\$23,215,290	\$28,414,905	\$30,475,019	-3,439,105	-12%	2%	15%
Revenue per Capita	\$42.23	\$42.40	\$44.41	\$45.26	\$46.32	\$47.76	\$48.27	\$48.99	\$65.76	\$44.16	8	\$45.24	\$47.35	\$43.40	\$46.32	\$48.63	-\$2.16	-5%	7%	-1%
Operating Expenditures Per Year	\$23,888,472	\$23,155,772	\$29,180,742	\$20,235,332	\$25,378,121	\$30,700,720	\$21,512,172	\$27,973,302	\$42,373,939	\$24,112,944	6	\$21,299,925	\$23,516,718	\$22,333,972	\$25,378,121	\$29,940,731	-\$1,265,177	-5%	3%	7%
Operating Expenditures Per Capita	\$39.84	\$41.34	\$43.66	\$41.55	\$37.60	\$49.83	\$45.79	\$48.23	\$63.33	\$42.64	6	\$38.83	\$43.77	\$40.59	\$43.66	\$49.03	-\$1.02	-2%	3%	-0.03%
Staff Expenditures	\$17,829,875	\$18,129,647	\$16,415,841	\$14,990,820	\$12,877,480	\$15,709,445	\$13,957,439	\$19,202,558	\$33,180,616	\$13,442,148	9	\$13,104,625	\$13,531,330	\$14,474,130	\$16,415,841	\$18,666,103	-\$2,973,693	-18%	3%	13%
Staff Expenditures (as % of Operating Expenditures)	74.64%	78.29%	56.26%	74.08%	50.74%	51.17%	64.88%	68.65%	78.30%	56.06%	8	61.52%	57.54%	53.71%	68.65%	76.47%	-13%	-18%	3%	-0.03%
Material Expenditures	\$2,011,819	\$3,000,649	\$5,865,581	\$3,317,048	\$3,900,170	\$4,424,935	\$3,678,177	\$3,870,005	\$5,276,887	\$3,433,873	7	\$3,337,282	\$3,171,195	\$3,158,849	\$3,870,005	\$4,850,911	-\$436,132	-11%	5%	16%
Materials Expenditures (as % of Operating Expenditures)	8.42%	12.96%	20.10%	16.39%	15.37%	14.41%	17.10%	13.83%	12.45%	14.32%	6	15.67%	13.48%	12.71%	14.41%	16.75%	-0.09%	-0.64%	6%	15%

Benchmarking summary table (state peers)

State Benchmarking 2015	Denver 2015	Pikes Peak 2015	Anythink 2015	JCPL 2015	JCPL Ranking 2015	JCPL 2014	JCPL 2013	25th Percentile 2015	50th Percentile 2015	75th Percentile 2015	Δ JCPL vs. Median (2015)	% Δ JCPL vs. Median (2015)
LSA Population	664,220	616,089	368,652	558,532	3	552,213	546,653	492,371	616,089	640,155	-57,557	-9%
Number of Branches	25	13	7	10	3	10	10	10	13	19	-3	-23%
Annual Operating Hours	65,328	44,698	17,493	24,192	3	24,666	24,565	31,096	44,698	55,013	-20,506	-46%
Total Operating Revenue	\$44,001,954	\$29,421,973	\$14,041,957	\$24,960,841	3	\$24,815,991	\$24,576,796	\$21,731,965	\$29,421,973	\$36,711,964	-\$4,461,132	-15%
Visits	4,195,777	3,560,669	1,270,048	2,458,315	3	2,452,635	2,541,642	2,415,359	3,560,669	3,878,223	-1,102,354	-31%
Cardholders	494,399	270,874	115,310	350,433	2	310,815	299,108	193,092	270,874	382,637	79,559	29%
Circulation	9,097,572	8,013,808	2,232,038	7,202,744	3	7,402,527	7,589,979	5,122,923	8,013,808	8,555,690	-811,064	-10%
Circulation per Capita	13.70	13.01	6.05	12.9	3	13.41	13.88	9.53	13.01	13.355	-0.11	-1%
Public Computer Sessions	911,358	1,109,249	319,296	409,412	3	439,577	474,702	615,327	911,358	1,010,304	-501,946	-55%
Wireless Sessions	No Data	634,805	221,222	263,448	2	235,194	180,954	324,618	428,014	531,409	-164,566	-38%
Public Access Computers	961	682	312	316	3	332	315	497	682	822	-366	-54%
Public Access Computers per 1,000 Served	1.45	1.11	0.85	0.57	4	0.60	0.58	0.98	1.11	1.28	-0.54	-49%
Children's Summer Reading Registrants	30,163	20,564	7,282	19,732	3	19,424	17,494	13,923	20,564	25,364	-832	-4%
Teen Summer Reading Registrants	13,949	5,376	1,629	4,705	3	4,521	4,277	3,503	5,376	9,663	-671	-12%
Adult Summer Reading Registrants	0	4,073	3,903	6,839	1	5,915	4,136	1,952	3,903	3,988	2,936	75%
Total Summer Reading Registrants	44112	30013	12814	31,276	2	29860	25907	21,414	30,013	37,063	1,263	4%

Executive summary

This benchmarking study measures and evaluates how Jefferson County Public Library (JCPL) has invested their funds in facilities, staff, and materials in 2015, and how the following outputs are reflected in the use of the library in terms of visits, circulations, program attendance, and technology usage. A number of performance indicators were benchmarked against comparative library peer data.

- **Finances(revenue & expenditures):**

2015 showed that JCPL was still facing budget challenges, ranking 7th within the peer group and remaining 12 percent under the median relative to the peers in operating revenue.

JCPL ranked 6th in overall expenditures, maximizing its library materials expenditures with 14.43 percent of operating expenditures being allocated to the collection to keep it current. Ranking 6th within the peer groups, JCPL is also in line with the overall library average of 12 percent and more found commonly in PLDS studies(www.plametrics.org).

JCPL ranked 8th in staff expenditures which were low at a percentage of 56.06 of operating expenditures in correlation with the restricted open hours. With this result JCPL is not only below average within its peer group, but also below the overall library average ranging commonly at 60-70 percent of operating expenditures in PLDS studies (www.plametrics.org).

- **Inputs (facilities, open hours and staffing, collection):**

JCPL ranked 10th in number of branches, with currently 10 branches operating, relative to its peers that show a median of 15 branches in 2015. JCPL also ranked below average in square footage per capita (8th with 0.40 square feet per capita).

JCPL ranked 10th in public service hours (24,192 annual open hours) which are key to providing access to JCPL services and collection. Staffing levels relative to the use parameters visits, circulations, and program attendance show JCPL staff being very busy in comparison to peers.

Collection size, generally a limiting factor for number of circulations, did not have this effect on JCPL. Ranking 9th with a collection size 39 percent below the median peer value, JCPL achieved 3rd highest circulation. Even though JCPL had set a clear focus on investing in the collection in 2015, the budget could not sustain collection size when staff continued systematic weeding of damaged and low interest items throughout the year.

- **Outputs and library use (visits, circulation, program attendance, technology usage):**

JCPL ranked 6th in visits with 2,458,315 physical library visits in 2015. Visits have declined slightly by 3 percent over the past three years, while the peers have seen growth of 3 percent during the same time frame. Despite ranking 4th in percentage of cardholders, and 62 percent of the Jefferson County community being registered users, we do not see this reflected in the visits. This may be due to an increase in digital users as well as the

inconvenience of open hours. 2016 is therefore expected to increase the number of visits with the planned 25 percent increase of public service hours.

About 8 percent of JCPL's visitors attended JCPL programs. JCPL ranked 4th in the number of programs offered (7,788 programs) and 4th in program attendance with 208,354 people attending programs.

Circulations are JCPL's biggest success factor in 2015. With a total of 7,202,744 circulations JCPL ranked 3rd relative to the peers. Given the smaller collection size, this confirms selection, currentness and popularity of JCPL's collection since it is used to such an extent. Turnover shows possible limitations and also the potential to increase the number of total circulations with a greater collection size and the planned extension of open hours in 2016.

Lastly, JCPL saw an increase in wireless sessions, but a decrease in public sessions that were started from the public access computers available at branches. JCPL's access to public computers is limited by both number of computers and open hours. In view of the growing segment of wireless users JCPL plans to increase bandwidth and speed of Wi-Fi in 2016.

Annual revenue

2015 National Benchmarking Peers	Operating Revenue	Revenue Per Capita	Population
JCPL Rank*	7	8	7
Anne Arundel CLD	\$23,749,034	\$42.40	560,133
Denver PL	\$44,001,954	\$65.76	669,097
Fort Vancouver RLD	\$22,681,546	\$48.27	469,848
Lee County PL	\$31,268,919	\$46.32	674,992
Milwaukee PL	\$25,324,485	\$42.23	599,642
Nashville PL	\$29,681,118	\$44.41	668,347
Pierce CLS	\$28,414,905	\$48.99	579,970
Pikes Peak LD	\$29,421,673	\$47.76	616,089
Timberland RL	\$22,043,435	\$45.26	486,990
JCPL 2015	\$24,975,800	\$44.16	565,535
JCPL 2014	\$24,815,991	\$45.24	548,557
JCPL 2013	\$24,497,310	\$47.35	537,219
25th Percentile 2015	\$23,215,290	\$43.40	523,562
Median (50th Percentile) 2015	\$28,414,905	\$46.32	599,642
75th Percentile 2015	\$30,475,019	\$48.63	668,722
Δ JCPL vs. Median (2015)	-\$3,439,105	-\$2.16	-34,107
Δ % JCPL vs. Median (2015)	-12%	-5%	-6%
Δ % JCPL 3-YEAR (2013-15)	2%	-7%	5%
Δ % Median 3-YEAR (2013-15)	15%	-1%	9%

The annual operating revenue of JCPL has increased by only 2 percent since 2013, while the population has grown by 5 percent during this time frame. As a result revenue per capita of \$44.16 comes out 7 percent lower than in 2013. JCPL's total operating revenue had marked slightly above the median in 2014 relative to its peers, but is ranking 7th (4th last) for total revenue and 8th (3rd last) for revenue per capita in 2015. The median revenue per capita has not changed significantly since 2013 (decreased by 1 percent), but JCPL decreased by 7 percent in the funds available for each person in the population served by the library.

As a result of the combination of the budget challenges of the past years and steady growth of the population served, JCPL continues to fall behind its peers in terms of purchasing power.

When applying the benchmarking range to the 2016 JCPL budget, we find that we will most likely keep the following libraries from our current peer group in 2016:

- Nashville PL (TN)
- Pikes Peak LD (CO)
- Denver PL (CO)
- Pierce CLS (WA)
- Lee County PL (FL)

It will be interesting to follow these peers in 2016, in comparison to JCPL's new output and use results after the 2016 budget changes take effect.

Library branches, public service hours, square footage

2015 National Benchmarking Peers	Population	Library Branches	Public Svc Hours /Year	Square Footage	Square Footage Per Capita
JCPL Rank*	7	10	10	7	8
Anne Arundel CLD	560,133	15	47,449	240,237	0.43
Denver PL	669,097	25	65,328	844,366	1.26
Fort Vancouver RLD	469,848	14	33,014	181,937	0.39
Lee County PL	674,992	14	34,757	277,349	0.41
Milwaukee PL	599,642	12	30,866	642,943	1.07
Nashville PL	668,347	20	45,986	555,516	0.83
Pierce CLS	579,970	20	50,113	217,319	0.37
Pikes Peak LD	616,089	13	44,698	340,262	0.55
Timberland RL	486,990	27	53,040	210,393	0.43
JCPL 2015	565,535	10	24,192	225,569	0.40
JCPL 2014	548,557	10	24,666	225,569	0.41
JCPL 2013	537,219	10	24,565	225,562	0.42
25th Percentile 2015	523,562	14	33,886	213,856	0.40
Median (50th Percentile) 2015	599,642	15	45,986	277,349	0.43
75th Percentile 2015	668,722	23	51,577	599,230	0.95
Δ JCPL vs. Median (2015)	-34,107	-5	-21,794	-51,780	-0.03
Δ % JCPL vs. Median (2015)	-6%	-33%	-47%	-19%	-8%
Δ % JCPL 3-YEAR (2013-15)	5%	0.00%	-2%	0.00%	-5%
Δ % Median 3-YEAR (2013-15)	9%	11%	6%	7%	-23%

Library branches

Jefferson County has seen a growth in population of 5 percent over the last three years, while the number of JCPL branches has remained the same. JCPL has operated 10 service locations since 1991, when Standley Lake branch was built. Our national peers have seen both, population growth but also growth in their number of facilities. This means that JCPL is falling behind simply by maintaining its status quo while the peers have made investments to accommodate their growing communities. With its current 10 branches JCPL ranks lowest of all peers. The implications of JCPL's current setup extend further when looking at the correlation of number of service locations and public service hours.

The number of branches affects the scope of access for the community to library services by public service hours.

Public service hours

In 2015 JCPL's service hours were still limited by budget restrictions. Similar to the number of branches, JCPL also ranks lowest in open hours, with 24,192 hours open to the public in 2015. In comparison, the median marked at 45,986 open hours. While JCPL has remained static for number of open hours for the last three years (with a 2 percent decrease caused by calendar year specifics as well as the number of emergency closures), our peers have grown by 6 percent. When we take a preview beyond 2016 when JCPL will offer a first full year of expanded hours, we project 2017 hours to be 25 percent above the 2015 year-end open hours with approximately 30,240 annual public service hours.

2015 JCPL Public Service Hours	24,192
2016 JCPL Public Service Hours (25% increase effective April 2016)	28,635
2017 JCPL Projected PS Hours (full year 25% increase based on 2015)	30,240

Comparing the estimated open hours for 2017 with the 2015 median (45,986 open hours), but more specifically with the three libraries that are closest in square footage and number of branches, we find that the data suggests that with expanded hours that will be effective as of April 2016 we may be nearing the capacity for number of open hours with the current number of facilities. Going forward in benchmarking, it may therefore be valuable to also take a look at number of branches when selecting the national peer group.

Milwaukee (WI):	12 branches	30,866 open hours
Fort Vancouver (WA):	14 branches	33,014 open hours
Lee County (FL):	14 branches	34,757 open hours
JCPL (2015):	10 branches	24,291 open hours
JCPL (2016 estimated):	10 branches	30,240 open hours

Square footage

Square footage is an important parameter when comparing with other libraries as there are many performance indicators that are influenced by it, e.g. size of collection, program attendance, and visits. With a square footage of 225,569 square feet JCPL ranks 7th (3rd lowest in the peer group of 10). JCPL has some room to grow towards the median (277,349 square feet) which has increased by 7 percent from 2013, while JCPL's square footage remained unchanged. In order to meet the median square footage, JCPL would have to add 51,780 square feet, based on 2015 data.

When population growth is factored in, JCPL's square footage per capita drops to 8th rank in the peer group, and JCPL marks on the 25th percentile with 0.40 square feet per capita. This again illustrates that by not being able to expand JCPL has fallen further behind. The median square footage per capita also decreased (by 23 percent) over the last 3 years, which is explained by a greater population growth than growth in square footage by capital investments, leading to a decrease in the per capita ratio.

Operating expenditures

2015 National Benchmarking Peers	Population	Operating Expenditures	Operating Expenditures Per Capita	% Staff Expenditures	% Materials Expenditures
JCPL Rank*	7	6	6	8	6
Anne Arundel CLD	\$560,133	\$23,155,772	\$41.34	78.29%	12.96%
Denver PL	\$669,097	\$42,373,939	\$63.33	78.30%	12.45%
Fort Vancouver RLD	\$469,848	\$21,512,172	\$45.79	64.88%	17.10%
Lee County PL	\$674,992	\$25,378,121	\$37.60	50.74%	15.37%
Milwaukee PL	\$599,642	\$23,888,472	\$39.84	74.64%	8.42%
Nashville PL	\$668,347	\$29,180,742	\$43.66	56.26%	20.10%
Pierce CLS	\$579,970	\$27,973,302	\$48.23	68.65%	13.83%
Pikes Peak LD	\$616,089	\$30,700,720	\$49.83	51.17%	14.41%
Timberland RL	\$486,990	\$20,235,332	\$41.55	74.08%	16.39%
JCPL 2015	\$565,535	\$24,112,944	\$42.64	56.06%	14.32%
JCPL 2014	\$548,557	\$21,299,925	\$38.83	61.52%	15.67%
JCPL 2013	\$537,219	\$23,516,718	\$43.77	57.54%	13.48%
25th Percentile 2015	\$523,562	\$22,333,972	\$40.59	53.71%	12.71%
Median (50th Percentile) 2015	\$599,642	\$25,378,121	\$43.66	68.65%	14.41%
75th Percentile 2015	\$668,722	\$29,940,731	\$49.03	76.47%	16.75%
Δ JCPL vs. Median (2015)	-\$34,107	-\$1,265,177	-\$1.02	-13%	-0.09%
Δ % JCPL vs. Median (2015)	-6%	-5%	-2%	-18%	-0.64%
Δ % JCPL 3-YEAR (2013-15)	5%	3%	-3%	-3%	6%
Δ % Median 3-YEAR (2013-15)	9%	7%	-0.03%	-0.03%	15%

JCPL's operating expenditures rank JCPL 6th within the peer group, and with this in relative proximity to the median. With \$24,112,944 expenses in 2015 JCPL remained 5 percent under the median (\$25,378,121). While the median shows an increase of 7 percent since 2013, JCPL shows less of an increase with 3 percent.

Operating expenditures per capita express how much money is spent on operating the libraries per each person in the population the libraries serve. JCPL ranks 6th in the peer group both in actual as well as in per capita operating expenses. A 3 percent increase in actual operating expenses since 2013 translates into a 3 percent decrease per capita from \$44.41 (in 2013) to \$42.64 (in 2015) once the 5 percent population growth is factored in.

When comparing the distribution of operating expenditures on materials vs. staff, JCPL ranks 6th on percentage spent on materials in comparison to the peer group and almost matches the median with 14 percent of operating expenditures rounded. Increasing the collection budget was part of JCPL's strategic priorities in 2015.

Staff expenditures (public service hours, FTE (Full Time Equivalent))

	Staff Expenditures	% Staff Exp. (of Op.Exp.)	FTE Total Per Year	Public Svc Hours /Year
2015 National Benchmarking Peers	9	8	9	10
JCPL Rank*	9	8	9	10
Anne Arundel CLD	\$18,129,647	78.29%	276	47,449
Denver PL	\$33,180,616	78.30%	686	65,328
Fort Vancouver RLD	\$13,957,439	64.88%	220	33,014
Lee County PL	\$12,877,480	50.74%	222	34,757
Milwaukee PL	\$17,829,875	74.64%	243	30,866
Nashville PL	\$16,415,841	56.26%	331	45,986
Pierce CLS	\$19,202,558	68.65%	260	50,113
Pikes Peak LD	\$15,709,445	51.17%	324	44,698
Timberland RL	\$14,990,820	74.08%	252	53,040
JCPL 2015	\$13,442,148	56.06%	221	24,192
JCPL 2014	\$13,104,625	61.52%	219	24,666
JCPL 2013	\$13,531,330	57.54%	218	24,565
25th Percentile 2015	\$14,474,130	53.71%	232	33,886
Median (50th Percentile) 2015	\$16,415,841	68.65%	260	45,986
75th Percentile 2015	\$18,666,103	76.47%	327	51,577
Δ JCPL vs. Median (2015)	-\$2,973,693	-13%	-39	-21,794
Δ % JCPL vs. Median (2015)	-18%	-18%	-15%	-47%
Δ % JCPL 3-YEAR (2013-15)	-3%	-3%	2%	-2%
Δ % Median 3-YEAR (2013-15)	13%	-0.03%	1%	6%

PLDS counts FTE as all Full Time Equivalent staffing based on actual worked hours, calculated for a 40 hour work week, and annualized. The FTE numbers mentioned in this Benchmarking study will differ from the state numbers, as the state of Colorado counts FTE in terms of the planned FTE positions, counting two 0.5 PT positions as 1 FTE.

The total FTE count of 221 reflects JCPL's lean staffing that was characteristic for 2015, with JCPL ranking 9th (2nd lowest) in the peer group, and ranging 15 percent under the median (226 FTE).

In contrast, JCPL spent less than its peers on staff, ranking 8th within the peer group (3rd last) which sets JCPL 18 percent below the median in 2015 (69 percent of operating expenditures). When looking at the three-year trends, JCPL has decreased its spending portion on staff by 3 percent, while the peers have remained relatively flat (0.03 percent decrease) in their spending pattern for staff. JCPL has increased its spending portion on materials by 6 percent during the last three years, while the peers have increased it by 15 percent. This shows that while the peers have been spending a higher portion of their operating expenditures on staff over the last three years, they have also increased their spending on materials in the past three years. This scenario would indicate that JCPL will still have some way to go trying to catch up with materials expenditures which ultimately benefit the collection and circulation.

Going forward, our public service hours will after many years of budgetary restrictions be restored and expanded (by 25 percent) in 2016. This is expected to increase JCPL's staff expenditures towards the median.

Outputs (library use) and staff productivity

	FTE Total Per Year	Visits	Program Attendance	Circulation
2015 National Benchmarking Peers				
JCPL Rank*	9	6	4	3
Anne Arundel CLD	276	2,556,371	180,077	5,409,943
Denver PL	686	4,195,777	419,651	9,014,593
Fort Vancouver RLD	220	2,023,980	130,101	4,454,668
Lee County PL	222	2,714,117	92,666	7,048,435
Milwaukee PL	243	1,986,575	125,958	2,356,877
Nashville PL	331	3,444,250	334,011	5,133,351
Pierce CLS	260	2,343,381	120,588	6,722,843
Pikes Peak LD	324	3,560,669	276,093	8,013,808
Timberland RL	252	2,424,389	81,509	3,959,119
JCPL 2015	221	2,458,315	208,354	7,202,744
JCPL 2014	219	2,452,635	200,571	7,402,527
JCPL 2013	218	2,541,642	164,817	7,589,979
25th Percentile 2015	232	2,183,681	106,627	4,206,894
Median (50th Percentile) 2015	260	2,556,371	130,101	5,409,943
75th Percentile 2015	327	3,502,460	305,052	7,531,122
Δ JCPL vs. Median (2015)	-39	-98,056	78,253	1,792,801
Δ % JCPL vs. Median (2015)	-15%	-4%	60%	33%
Δ % JCPL 3-YEAR (2013-15)	2%	-3%	26%	-5%
Δ % Median 3-YEAR (2013-15)	1%	3%	11%	-15%

The following outputs and use indicators are labor-intensive for staff which is why when set into relation with FTEs they can show staff productivity. JCPL ranks 9th within its peer group for FTE 1,000 per capita, i.e. JCPL has the 2nd lowest number of FTE for each person in the population it serves, yet JCPL produces high levels of output:

- 6th for visits
- 4th for average program attendance
- 3rd in circulation

This comparison shows that the outputs outperform the inputs, which would mean that the JCPL libraries and staff are busy and that staff has to be efficient in handling their jobs, assisting patrons and creating a pleasant and valuable library experience that has customers coming back and using the library regularly.

Operating expenditures for library materials (collection)

2015 National Benchmarking Peers	Materials Expenditures	% Materials Expenditures	Collection Size	Collection Size/Capita	Circulation	Circulation Per Capita	Turnover
JCPL Rank*	7	6	9	8	3	3	2
Anne Arundel CLD	\$3,000,649	13%	989,829	1.77	5,409,943	9.66	5.47
Denver PL	\$5,276,887	12%	1,922,628	2.87	9,014,593	13.47	4.69
Fort Vancouver RLD	\$3,678,177	17%	768,976	1.64	4,454,668	9.48	5.79
Lee County PL	\$3,900,170	15%	1,608,459	2.38	7,048,435	10.44	4.38
Milwaukee PL	\$2,011,819	8%	2,308,828	3.85	2,356,877	3.93	1.02
Nashville PL	\$5,865,581	20%	2,546,825	3.81	5,133,351	7.68	2.02
Pierce CLS	\$3,870,005	14%	1,071,458	1.85	6,722,843	11.59	6.27
Pikes Peak LD	\$4,424,935	14%	998,414	1.62	8,013,808	13.01	8.03
Timberland RL	\$3,317,048	16%	1,632,078	3.35	3,959,119	8.13	2.43
JCPL 2015	\$3,433,873	14%	981,733	1.74	7,202,744	12.74	7.34
JCPL 2014	\$3,337,282	16%	1,114,621	2.03	7,402,527	13.49	6.64
JCPL 2013	\$3,171,195	13%	1,215,004	2.26	7,589,979	14.13	6.25
25th Percentile 2015	\$3,158,849	13%	994,122	1.70	4,206,894	7.91	2.22
Median (50th Percentile) 2015	\$3,870,005	14%	1,608,459	2.38	5,409,943	9.66	4.69
75th Percentile 2015	\$4,850,911	17%	2,115,728	3.58	7,531,122	12.30	6.03
Δ JCPL vs. Median (2015)	-\$436,132	0%	-626,726	-0.65	1,792,801	3.08	2.65
Δ % JCPL vs. Median (2015)	-11%	-1%	-39%	-27%	33%	32%	56%
Δ % JCPL 3-YEAR (2013-15)	5%	6%	-19%	-23%	-5%	-10%	17%
Δ % Median 3-YEAR (2013-15)	16%	15%	34%	-0.63%	-15%	-17%	13%

Materials expenditures, collection size, and circulation

Materials expenditures are the funds used to purchase items for the library collection such as books, periodicals, downloadables, and non-print items like audio and video materials, as well as subscriptions to downloadable items through external vendors (e-materials).

While spending slightly more than average in percent of the operating budget on the collection (6th rank), JCPL's total materials expenditures were below average relative to its peers (7th rank). Correlated to its limited purchasing power JCPL ranked 9th (2nd lowest) in actual collection size and 8th for number of items owned by the library for each person in the community served. JCPL was 626,726 items short of the median when compared to its peers in 2015, and almost 1 item (0.65) short for each person in the community served. This shows that material expenditures were insufficient on a per capita level especially while the collection was undergoing appropriate weeding. Weeding, a regular library process, is carried out in order to take out damaged and outdated items from the collection and delete data with no physical counterpart on the shelves (missing and lost). This process will still continue into 2016 and affects the overall collection size to some extent. JCPL's collection size of 981,733 shows a decrease from 2014 (1,114,621), and ranks JCPL below average (2nd lowest, or 9th rank) relative to its peers in 2015.

JCPL continues its strong commitment to offer its patrons a great library collection by purchasing current and high interest items. Circulation numbers as well a turnover confirm makeup, relevance and popularity of the

2015 collection. Relative to the peer group, JCPL ranked 3rd highest in circulations (with the 2nd smallest collection size) and had the 2nd highest turnover. Turnover represents the number of circulations per item owned by the library and as such indicates the frequency of checkouts.

Four of the top five libraries in circulation also were in the top five for material expenditures. Increasing the collection size by increased spending would move JCPL's collection size per capita closer to the median of the peer group. This will be important in view of the current high turnover. The turnover rate of 7.34 circulations per item owned indicates that the items in the JCPL collection are borrowed frequently, and patrons may have to use hold lists and accept wait times to get their items as there simply may not be enough copies for certain segments of the collection given the high demand. It is noteworthy that JCPL reached 3rd highest total circulation numbers with below average expenditures. This shows that the selection of what goes into the collection is an important factor besides its mere size, accompanied by its display in the library and customer service to patrons, both helping them find what they are looking for.

The link between expenditures of materials and circulation is pronounced, and JCPL has shown to create great circulation by maximizing turnover with its focus on material selection.

Parameters indicating use

Visits, web visits, and cardholders

2015 National Benchmarking Peers	Cardholders	Cardholders (% of Pop.)	Visits	Visits Per Capita	Website Visits
JCPL Rank*	3	4	6	6	6
Anne Arundel CLD	270,623	48%	2,556,371	4.56	2,096,595
Denver PL	494,399	74%	4,195,777	6.27	12,385,456
Fort Vancouver RLD	296,797	63%	2,023,980	4.31	1,265,368
Lee County PL	289,398	43%	2,714,117	4.02	2,920,547
Milwaukee PL	391,680	65%	1,986,575	3.31	4,286,782
Nashville PL	306,899	46%	3,444,250	5.15	62,937,583
Pierce CLS	324,350	56%	2,343,381	4.04	2,120,040
Pikes Peak LD	261,969	43%	3,560,669	5.78	4,626,176
Timberland RL	240,216	49%	2,424,389	4.98	2,001,264
JCPL 2015	350,433	62%	2,458,315	4.35	2,848,152
JCPL 2014	341,446	62%	2,452,635	4.47	3,217,724
JCPL 2013	332,503	62%	2,541,642	4.73	4,046,640
25th Percentile 2015	266,296	44%	2,183,681	4.03	2,048,930
Median (50th Percentile) 2015	296,797	49%	2,556,371	4.56	2,920,547
75th Percentile 2015	358,015	64%	3,502,460	5.47	8,505,816
Δ JCPL vs. Median (2015)	53,636	13%	-98,056	-0.22	-72,395
Δ % JCPL vs. Median (2015)	18%	26%	-4%	-5%	-2%
Δ % JCPL 3-YEAR (2013-15)	5%	0.12%	-3%	-8%	-30%
Δ % Median 3-YEAR (2013-15)	16%	-7%	3%	-12%	14%

As the 6th busiest library, JCPL had 2,458,315 visits in 2015, only 4 percent less than the median (2,556,371). While it is noteworthy to mention that these results were achieved with the 2nd fewest open hours in the peer

group, JCPL shows a slight annual decrease since 2013. The decrease in 2015 can partly be attributed to the temporary closure of Golden during the three months of remodeling. The peer group increased their visits by 3 percent during the last three years, which shows that JCPL is not following the industry trend at the time.

On a per capita level JCPL shows a slight decrease over the last three years, a tendency that JCPL is seeking to reverse with the long due increased open hours that will become effective in 2016.

JCPL has the 3rd highest number of cardholders relative to its peers, and 4th highest percentage of cardholders of the population served. With 62 percent of the Jefferson County population owning and actively using a library card, this is 13 percent more than the peer group in 2015. This is a number worth mentioning as it clearly shows the level of engagement of the community with JCPL. The growing number of cardholders in view of slightly declining physical visits over the last three years could be the result of a growing segment of digital users that do not necessarily pay a physical visit to the library. It could also mean that patrons are visiting JCPL less frequently due to limited public service hours. 2016 is expected to show an increase of visits simply by extending open hours by 25 percent.

The number of website visits has gone down steadily since 2013. With 2,848,154 people clicking onto the JCPL website in 2015, JCPL still was the 6th busiest library website in comparison to the peers, and remained just slightly by 2 percent below the comparison group. Since JCPL switched to Google Analytics based data for measuring web usage in April 2014, it is actually 2015 that captures a first full year of data, and hence the first true baseline for future comparisons.

Circulation and turnover

2015 National Benchmarking Peers	Collection Size	Collection Size/Capita	Circulation	Circulation Per Capita	Turnover
JCPL Rank*	9	8	3	3	2
Anne Arundel CLD	989,829	1.77	5,409,943	9.66	5.47
Denver PL	1,922,628	2.87	9,014,593	13.47	4.69
Fort Vancouver RLD	768,976	1.64	4,454,668	9.48	5.79
Lee County PL	1,608,459	2.38	7,048,435	10.44	4.38
Milwaukee PL	2,308,828	3.85	2,356,877	3.93	1.02
Nashville PL	2,546,825	3.81	5,133,351	7.68	2.02
Pierce CLS	1,071,458	1.85	6,722,843	11.59	6.27
Pikes Peak LD	998,414	1.62	8,013,808	13.01	8.03
Timberland RL	1,632,078	3.35	3,959,119	8.13	2.43
JCPL 2015	981,733	1.74	7,202,744	12.74	7.34
JCPL 2014	1,114,621	2.03	7,402,527	13.49	6.64
JCPL 2013	1,215,004	2.26	7,589,979	14.13	6.25
25th Percentile 2015	994,122	1.70	4,206,894	7.91	2.22
Median (50th Percentile) 2015	1,608,459	2.38	5,409,943	9.66	4.69
75th Percentile 2015	2,115,728	3.58	7,531,122	12.30	6.03
Δ JCPL vs. Median (2015)	-626,726	-0.65	1,792,801	3.08	2.65
Δ % JCPL vs. Median (2015)	-39%	-27%	33%	32%	56%
Δ % JCPL 3-YEAR (2013-15)	-19%	-23%	-5%	-10%	17%
Δ % Median 3-YEAR (2013-15)	34%	-0.63%	-15%	-17%	13%

JCPL ranked 3rd highest in both circulation as well as circulation per capita. In 2015 Jefferson County residents on average borrowed 12.74 items per person, 3 items more per person compared to the median of the peer group. When benchmarking against the peers, this result gains meaning when understanding that this level of circulation was achieved with the 2nd smallest collection size and 2nd fewest open hours, both of which determine accessibility of library materials for the community. As mentioned earlier it takes a high turnover rate to facilitate the high demand in JCPL's library materials. With a turnover rate of 7.34 checkouts per items owned by the library, JCPL ranked 2nd highest among its peers. Annual turnover defines how often every item in the collection was checked out on average by patrons over the course of one year. While this number shows that the JCPL collection is utilized highly, with every item in the collection on average getting checked out 3 more times (rounded from 2.65) compared to the peer group, it also highlights the possible implications of a high turnover rate that have been discussed earlier in terms of availability and wait times for patrons for high interest items. Turnover has increased by 17 percent over the last three years, and collection size has decreased by 23 percent during the same time frame. Both trends are correlated with each other and a result of continued weeding and maintenance of the collection throughout 2015 while still operating on a restricted budget for new materials after the recession. Refilling the shelves with current, up-to date and great looking materials is a strategic priority for 2016 with a planned increase in the budget for materials expenditures.

Program attendance, average program attendance, and summer reading

2015 National Benchmarking Peers	Programs	Program Attendance	Program Attendance/ 1,000 Cap.	Average Program Attendance
JCPL Rank*	4	4	4	4
Anne Arundel CLD	5,031	180,077	321	36
Denver PL	22,065	419,651	627	19
Fort Vancouver RLD	5,682	130,101	277	23
Lee County PL	3,534	92,666	137	26
Milwaukee PL	5,357	125,958	210	24
Nashville PL	9,933	334,011	500	34
Pierce CLS	4,321	120,588	208	28
Pikes Peak LD	12,324	276,093	448	22
Timberland RL	3,088	81,509	167	26
JCPL 2015	7,788	208,354	368	27
JCPL 2014	7,287	200,571	366	28
JCPL 2013	5,960	164,817	307	28
25th Percentile 2015	3,928	106,627	188	23
Median (50th Percentile) 2015	5,357	130,101	277	26
75th Percentile 2015	11,129	305,052	474	31
Δ JCPL vs. Median (2015)	2,431	78,253	92	1
Δ % JCPL vs. Median (2015)	45%	60%	33%	2%
Δ % JCPL 3-YEAR (2013-15)	31%	26%	20%	-3%
Δ % Median 3-YEAR (2013-15)	16%	11%	19%	8%

With 7,788 programs planned and carried out in 2015 (having grown 31 percent over the last three years), 368 programs offered by 1,000 capita, 208,354 people attending these programs, and 27 people attending a JCPL program on average, JCPL ranked well above average, 4th best in comparison to the peers. This not only shows the popularity of JCPL programs but also the effort set forth by staff is noteworthy, as these labor-intensive activities were carried out with 2nd lowest staffing levels and least number of open hours in comparison with peers. While this is a great return, in particular the children's average program attendance of 30 shows the need to spread out across more open hours and more staff in order to sustain the demand. In 2016 JCPL will be able to adjust with the expansion of open hours in order to ensure a great program experience with more children's programs so attendance will be able to be distributed more evenly.

Summer reading is a highlight of programming every year, designed to keep children and teens reading over the summer, to eliminate the summer slide and help students take their assessment tests in the fall with more confidence in reading. JCPL shows growth over the last three years, for all three age groups the program is offered to. All libraries participating in the state survey offered children's and teen summer reading programs, but Denver Public Library did not offer a summer reading program to adults, which needs to be considered when making comparisons.

2015 State Benchmarking Peers	Children SR Registrants	Teen SR Registrants	Adult SR Registrants	SR Registrants
JCPL Rank*	3	3	1	2
Any Think Library	7,282	1,629	3,903	12,814
Denver Public Library	30,163	13,949	0	44,112
Pikes Peak Library District	20,564	5,376	4,073	30,013
JCPL 2015	19,732	4,705	6,839	31,276
JCPL 2014	19,424	4,521	5,915	29,860
JCPL 2013	17,494	4,277	4,136	25,907
25th Percentile 2015	13,923	3,503	1,952	21,414
Median (50th Percentile) 2015	20,564	5,376	3,903	30,013
75th Percentile 2015	25,364	9,663	3,988	37,063
Δ JCPL vs. Median (2015)	-832	-671	2,936	1,263
Δ % JCPL vs. Median (2015)	-4%	-12%	75%	4%

JCPL recorded the 2nd highest participation for the 2015 summer reading program. JCPL ranked 1st in number of adult summer reading registrants. With 6,839 adult registrants JCPL counted almost double the registrants as the median.

JCPL ranked 3rd in children's and teen participation and remained only 4 percent below the median of the peer group with 19,732 registered children. With 4,705 registered teens JCPL marked 12 percent below the peer group.

Technology usage

JCPL used the state peer group to benchmark for technology usage.

2015 State Benchmarking Peers	Public Service Hours	Public Computers (PAC)	PACs per 1,000 capita	Public Sessions	Wireless Sessions
JCPL Rank*	3	3	4	3	2
Any Think Library	17,493	312	0.85	319,296	221,222
Denver Public Library	65,328	961	1.45	911,358	No Data
Pikes Peak Library District	44,698	682	1.11	1,109,249	634,805
JCPL 2015	24,192	316	0.57	409,412	263,448
JCPL 2014	24,666	332	0.60	439,577	235,194
JCPL 2013	24,565	315	0.58	474,702	180,954
25th Percentile 2015	31,096	497	0.98	615,327	324,618
Median (50th Percentile) 2015	44,698	682	1.11	911,358	428,014
75th Percentile 2015	55,013	822	1.28	1,010,304	531,409
Δ JCPL vs. Median (2015)	-20,506	-366	-0.54	-501,946	-164,566
Δ % JCPL vs. Median (2015)	-46%	-54%	-49%	-55%	-38%

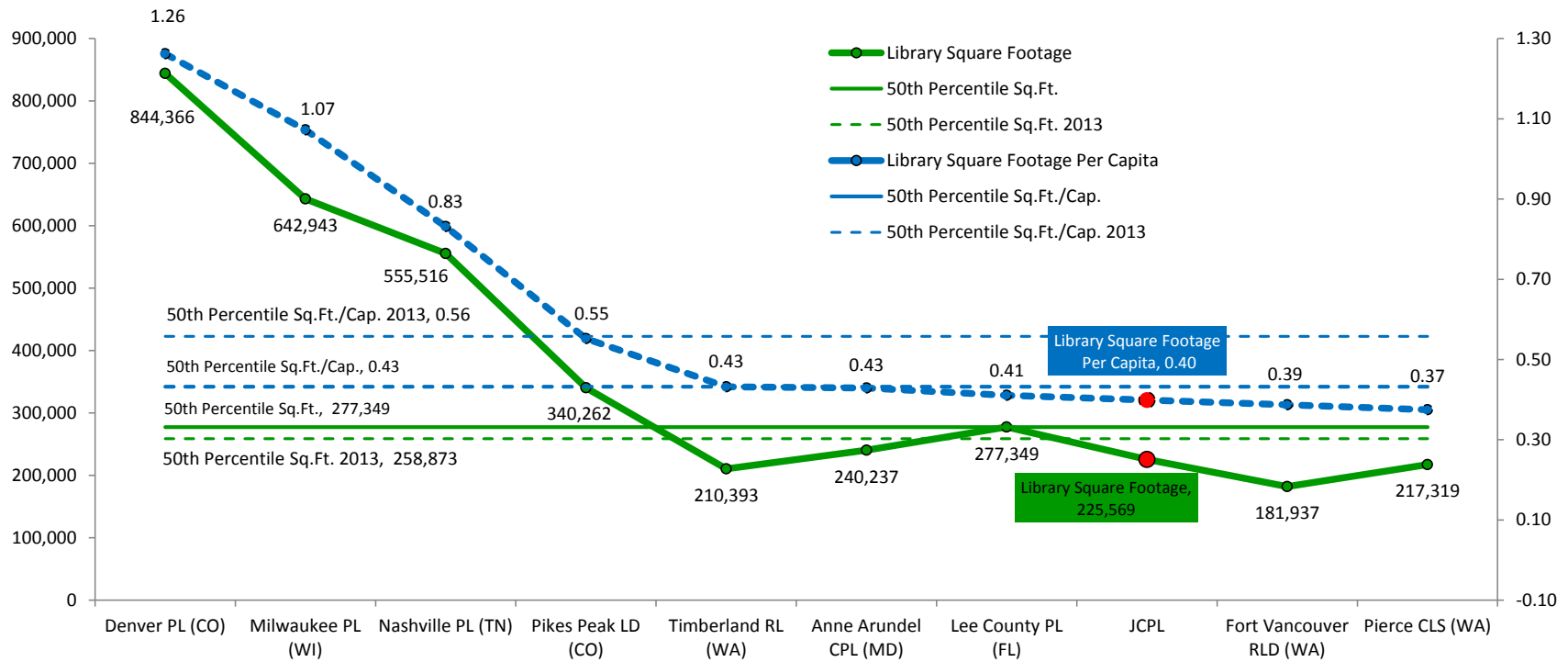
The number of computers available at the libraries for the public shows JCPL below average. Per 1,000 capita JCPL ranks last within the state peer group. This affects the number of public sessions that can be started from the public computers (PACs) as much as public service hours, and JCPL shows a similar deviation from the

median in public computer usage as for number of PACs. The decline of public computer usage over the last three years is not following industry trend. Wireless usage on the other hand has been growing over the past 3 years for JCPL, which has moved JCPL into second rank, and is expected to continue to rise with the planned expansion of open hours for 2016, as well as the planned increase in bandwidth and technology infrastructure also planned for 2016 so the JCPL wifi will be able to support more devices at a higher speed.

National benchmarking graphs

- Library Square Footage Total and Per Capita
- Public Service Hours Per Year and Number of Library Branches
- Collection Size Per Year and Per Capita
- Cardholders Per Year and as Percentage of Population
- Library Visits Per Year and Per Capita
- Circulation Per Year and Per Capita
- Program Attendance Per Year and Per 1,000 Capita
- FTE Per 1,000 Cardholders and Per 1,000 Capita
- Revenue Per Year and Per Capita
- Operating Expenditures Per Year and Per Capita

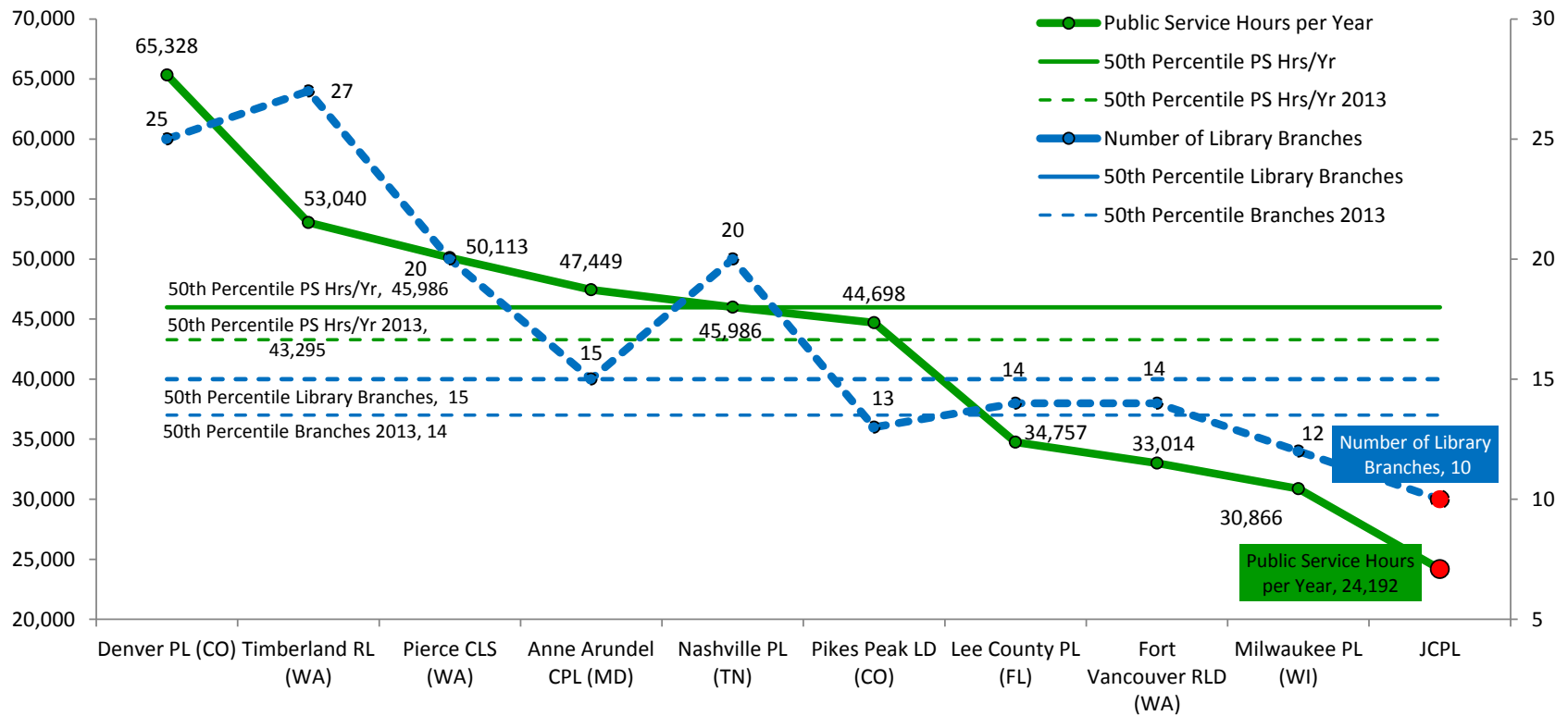
Library Square Footage Total and Per Capita



	Library Square Footage	Square Footage Per Capita
2015 Benchmarking Peers		
JCPL Rank*	7	8
JCPL 2015	225,569	0.40
JCPL 2014	225,569	0.41
JCPL 2013	225,562	0.42
Median (50th Percentile) 2015	277,349	0.43
Δ JCPL vs. Median (2015)	-51,780	-0.03
Δ % JCPL vs. Median (2015)	-19%	-8%
Δ % JCPL 3-YEAR (2013-15)	0.00%	-5%
Δ % Median 3-YEAR (2013-15)	7%	-23%

2015 Benchmarking Peers	Library Square Footage	Square Footage Per Capita
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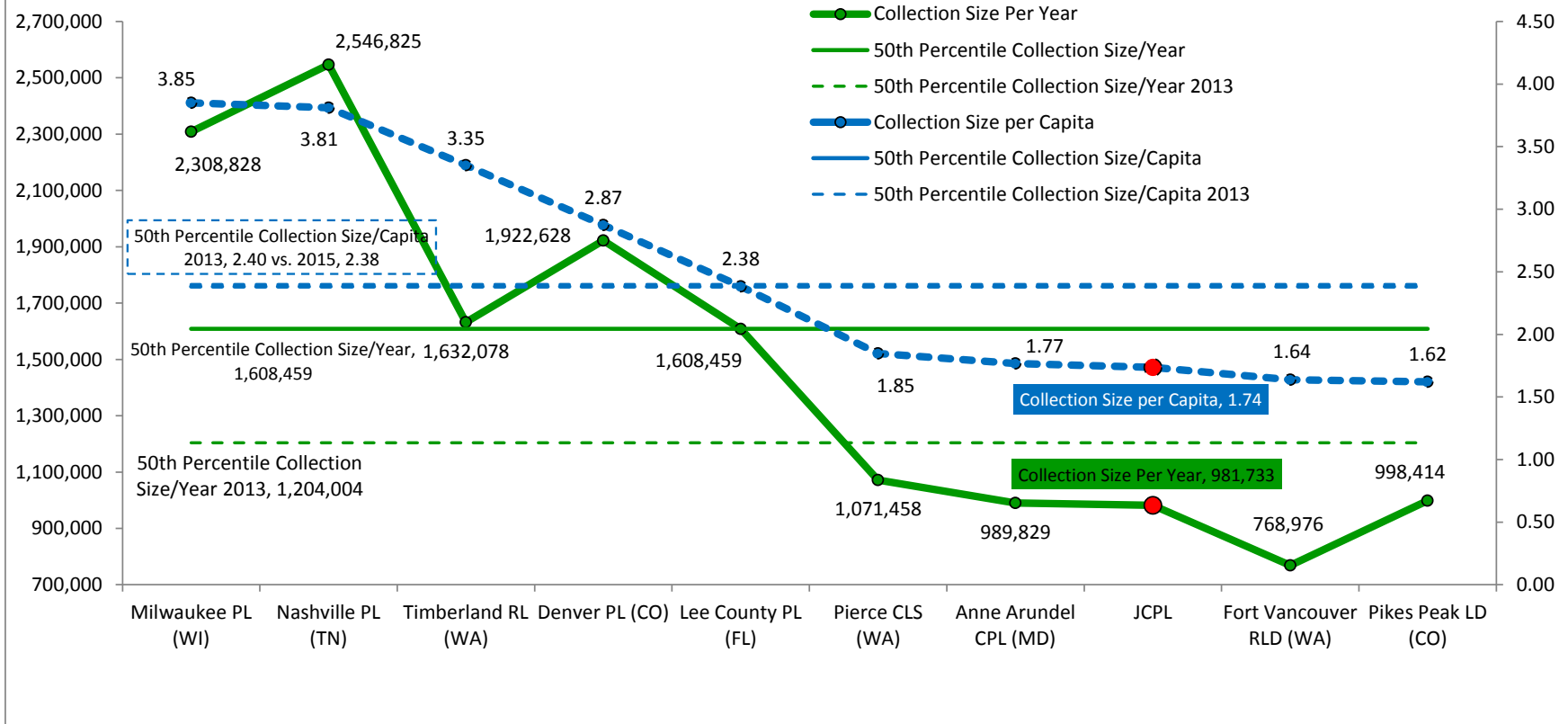
Public Service Hours Per Year and Number of Library Branches



2015 Benchmarking Peers	Public Svc Hours /Year	Library Branches
JCPL Rank*	10	10
JCPL 2015	24,192	10
JCPL 2014	24,666	10
JCPL 2013	24,565	10
Median (50th Percentile) 2015	45,986	15
Δ JCPL vs. Median (2015)	-21,794	-5
Δ % JCPL vs. Median (2015)	-47%	-33%
Δ % JCPL 3-YEAR (2013-15)	-2%	0%
Δ % Median 3-YEAR (2013-15)	6%	11%

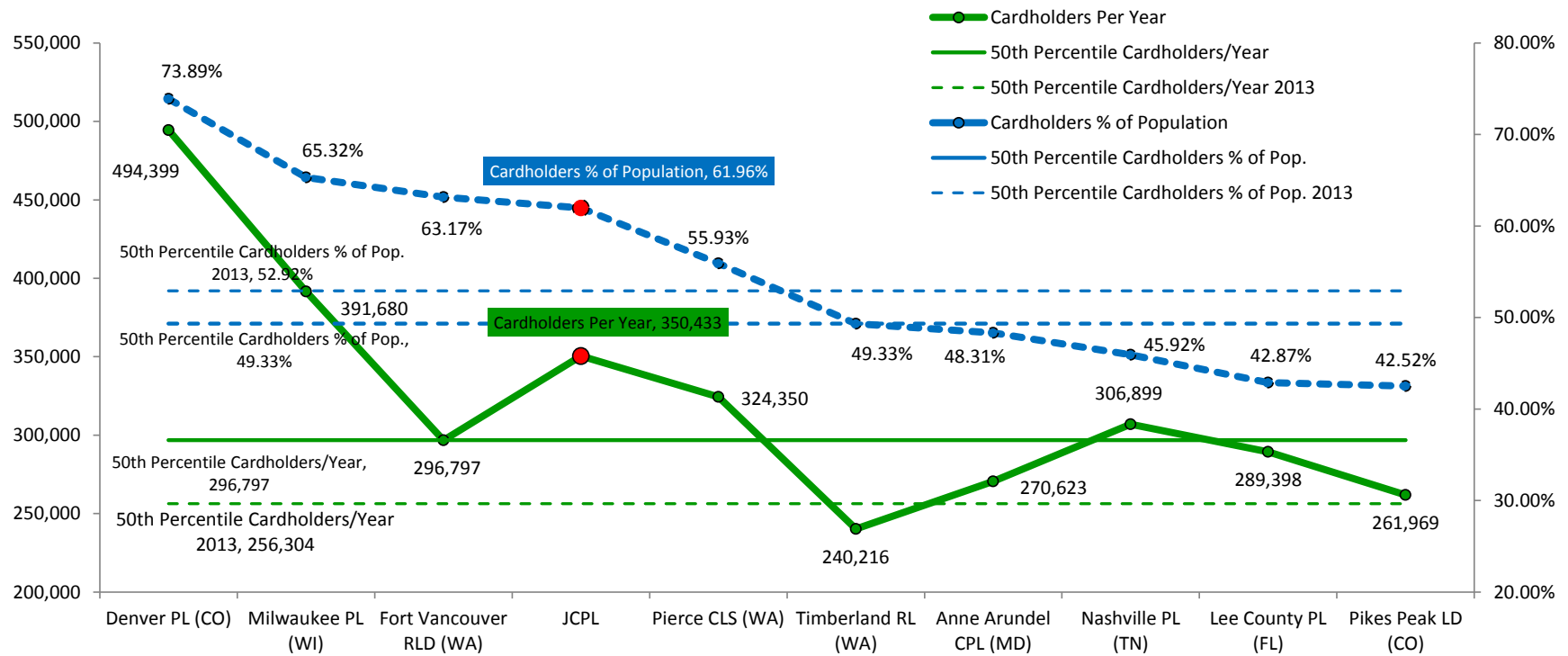
2015 Benchmarking Peers	Public Svc Hours /Year	Library Branches
JCPL Rank*	10	10
JCPL 2015	24,192	10
JCPL 2014	24,666	10
JCPL 2013	24,565	10
Median (50th Percentile) 2015	45,986	15
Δ JCPL vs. Median (2015)	- 21,794	-5
Δ % JCPL vs. Median (2015)	-47%	-33%
Δ % JCPL 3-YEAR (2013-15)	-2%	0%
Δ % Median 3-YEAR (2013-15)	6%	11%

Collection Size Per Year and Per Capita

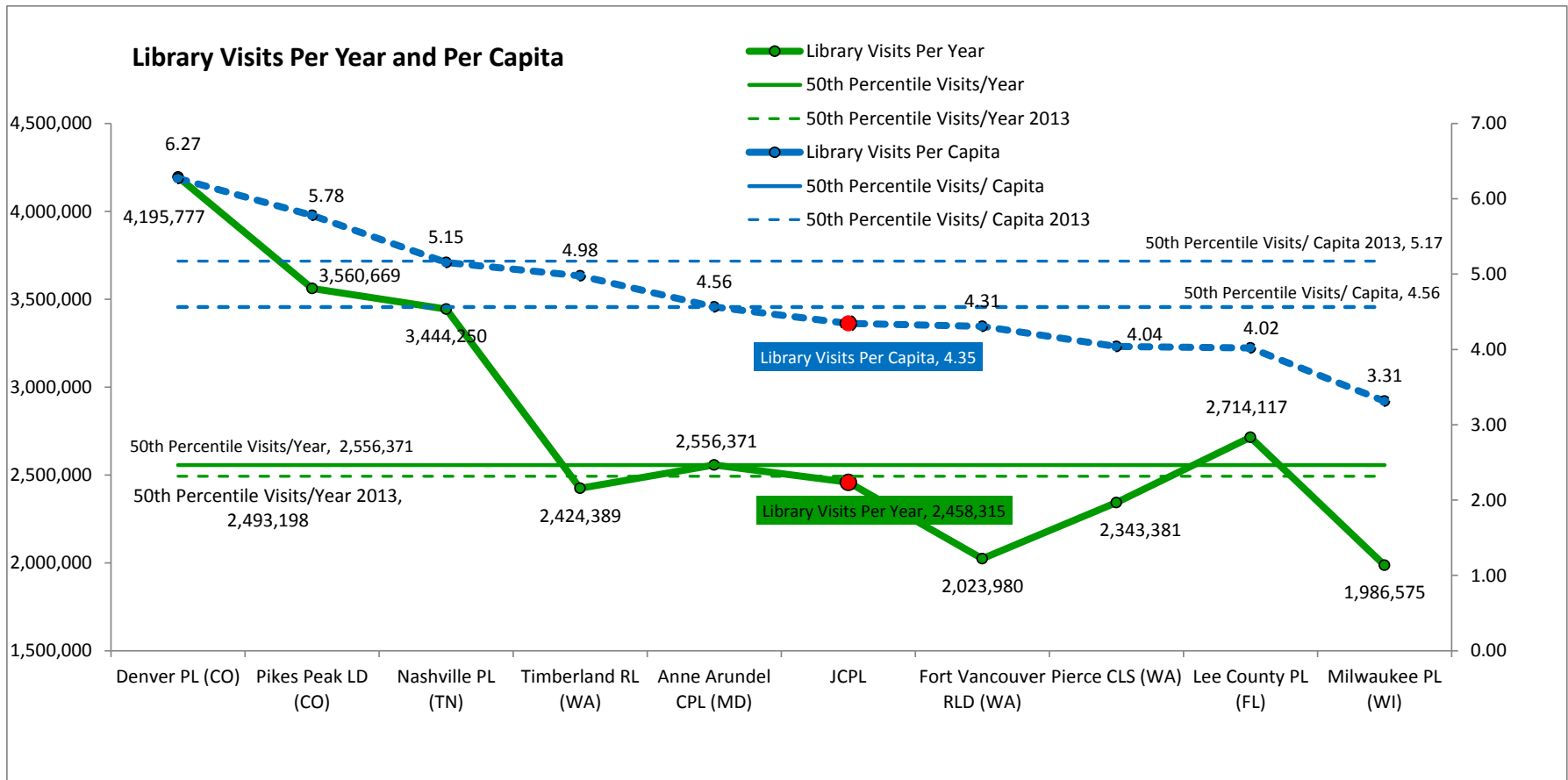


2015 Benchmarking Peers	Collection Size/Year	Collection Size/Capita
JCPL Rank*	9	8
JCPL 2015	981,733	1.74
JCPL 2014	1,114,621	2.03
JCPL 2013	1,215,004	2.26
Median (50th Percentile) 2015	1,608,459	2.38
Δ JCPL vs. Median (2015)	-626,726	-0.65
Δ % JCPL vs. Median (2015)	-39%	-27%
Δ % JCPL 3-YEAR (2013-15)	-19%	-23%
Δ % Median 3-YEAR (2013-15)	34%	-0.63%

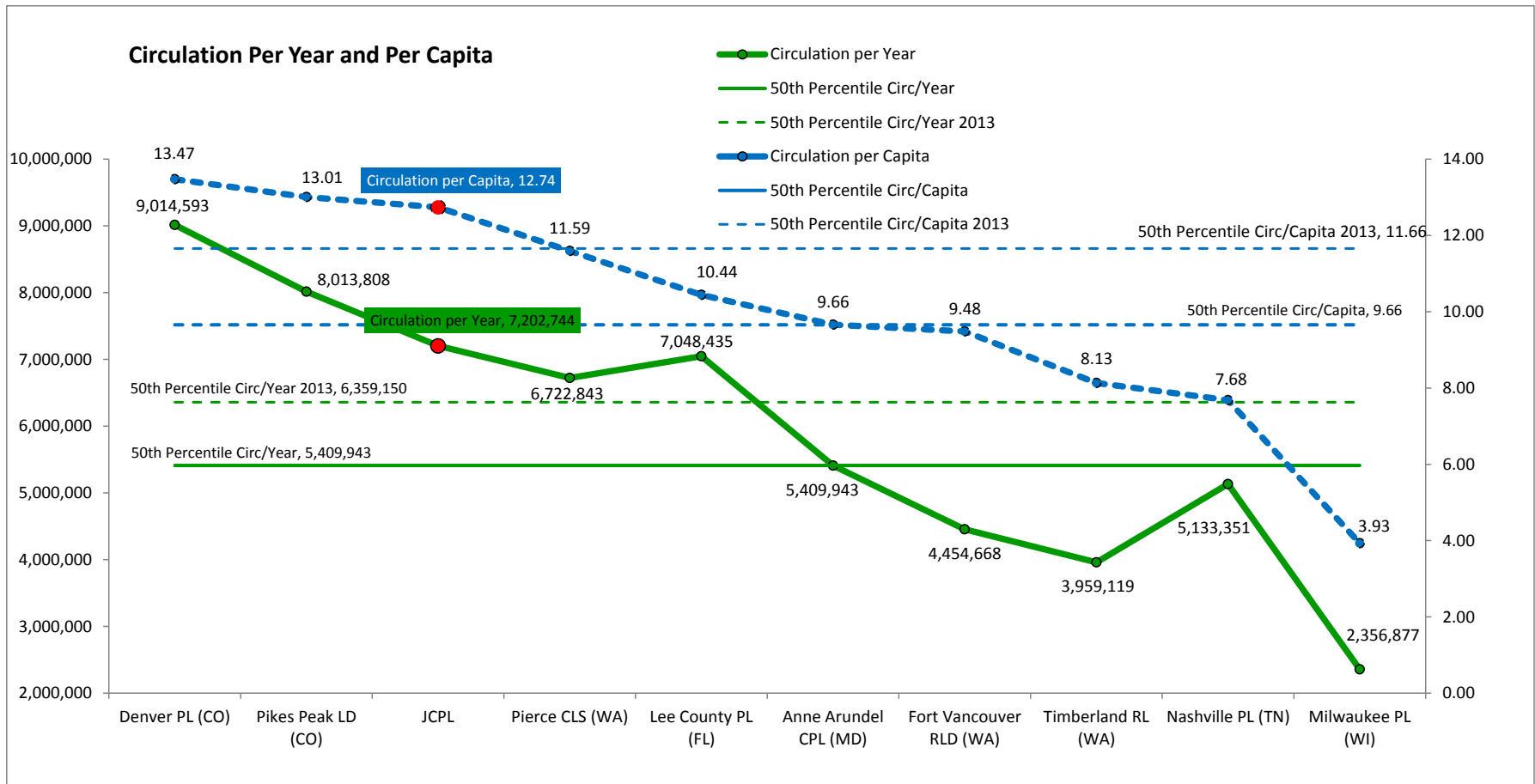
Cardholders Per Year and as Percentage of Population



2015 Benchmarking Peers	Cardholders Per Year	Cardholders % of Pop.
JCPL Rank*	3	4
JCPL 2015	350,433	61.96%
JCPL 2014	341,446	62.24%
JCPL 2013	332,503	61.89%
Median (50th Percentile) 2015	296,797	49.33%
Δ JCPL vs. Median (2015)	53,636	12.64%
Δ % JCPL vs. Median (2015)	18%	26%
Δ % JCPL 3-YEAR (2013-15)	5%	0.12%
Δ % Median 3-YEAR (2013-15)	16%	-7%

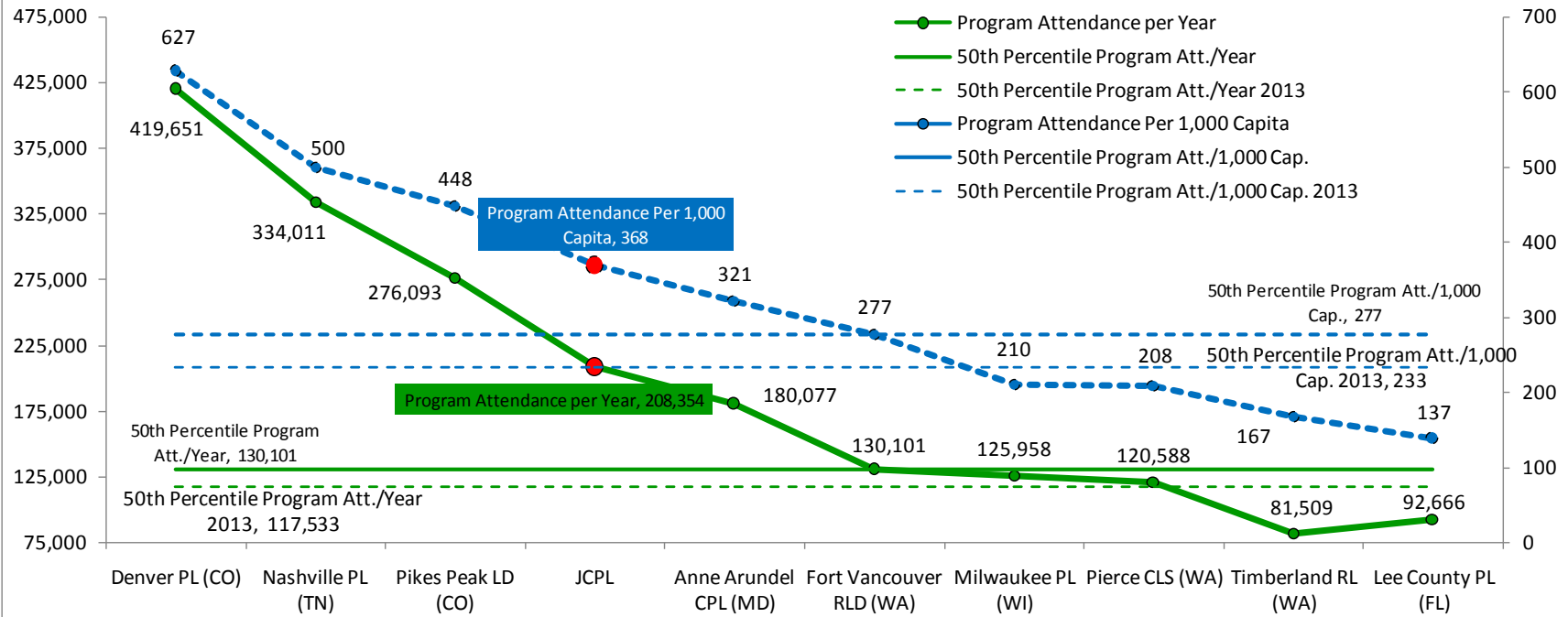


2015 Benchmarking Peers	Visits Per Year	Visits Per Capita
JCPL Rank*	6	6
JCPL 2015	2,458,315	4.35
JCPL 2014	2,452,635	4.47
JCPL 2013	2,541,642	4.73
Median (50th Percentile) 2015	2,556,371	4.56
Δ JCPL vs. Median (2015)	-98,056	-0.22
Δ % JCPL vs. Median (2015)	-4%	-5%
Δ % JCPL 3-YEAR (2013-15)	-3%	-8%
Δ % Median 3-YEAR (2013-15)	3%	-12%



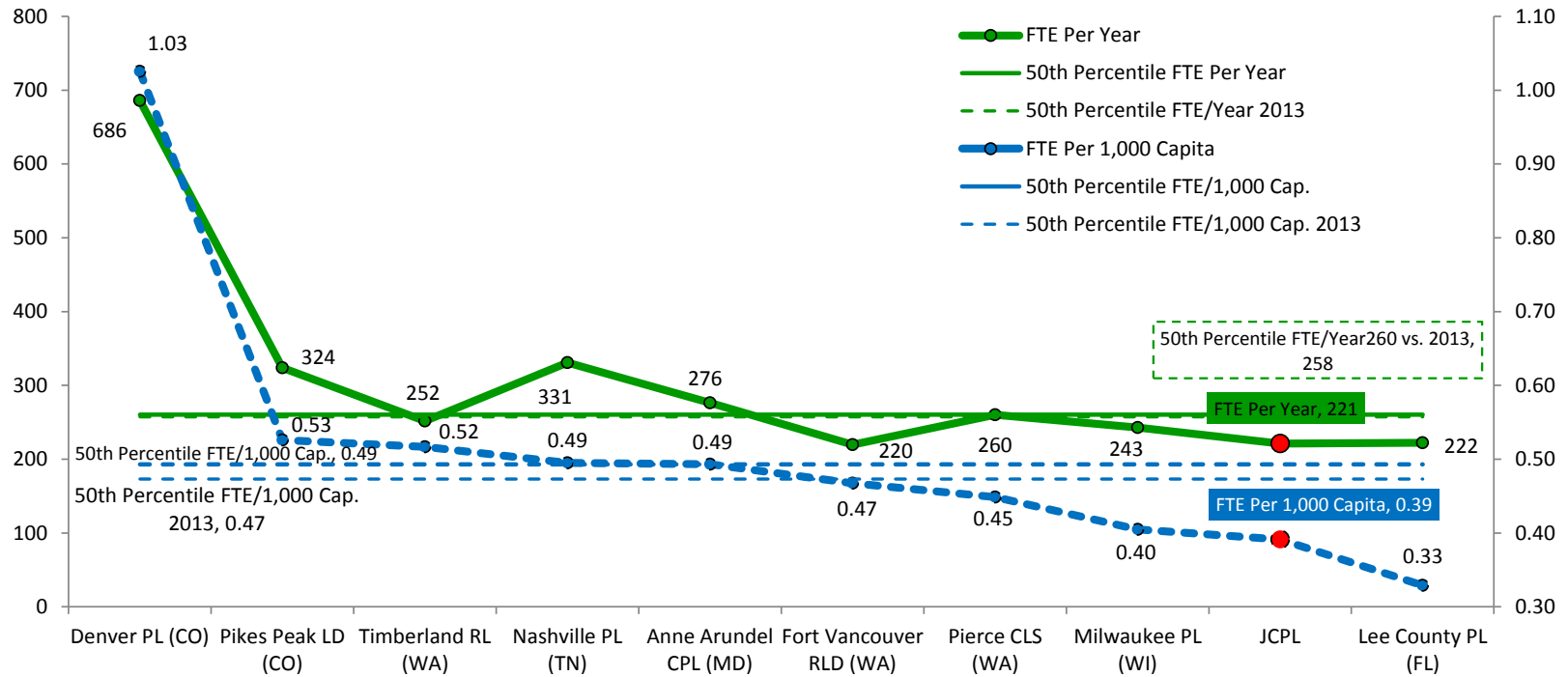
2015 Benchmarking Peers	Circulation Per Year	Circulation Per Capita
JCPL Rank*	3	3
JCPL 2015	7,202,744	12.74
JCPL 2014	7,402,527	13.49
JCPL 2013	7,589,979	14.13
Median (50th Percentile) 2015	5,409,943	9.66
Δ JCPL vs. Median (2015)	1,792,801	3.08
Δ % JCPL vs. Median (2015)	33%	32%
Δ % JCPL 3-YEAR (2013-15)	-5%	-10%
Δ % Median 3-YEAR (2013-15)	-15%	-17%

Program Attendance Per Year and Per 1,000 Capita



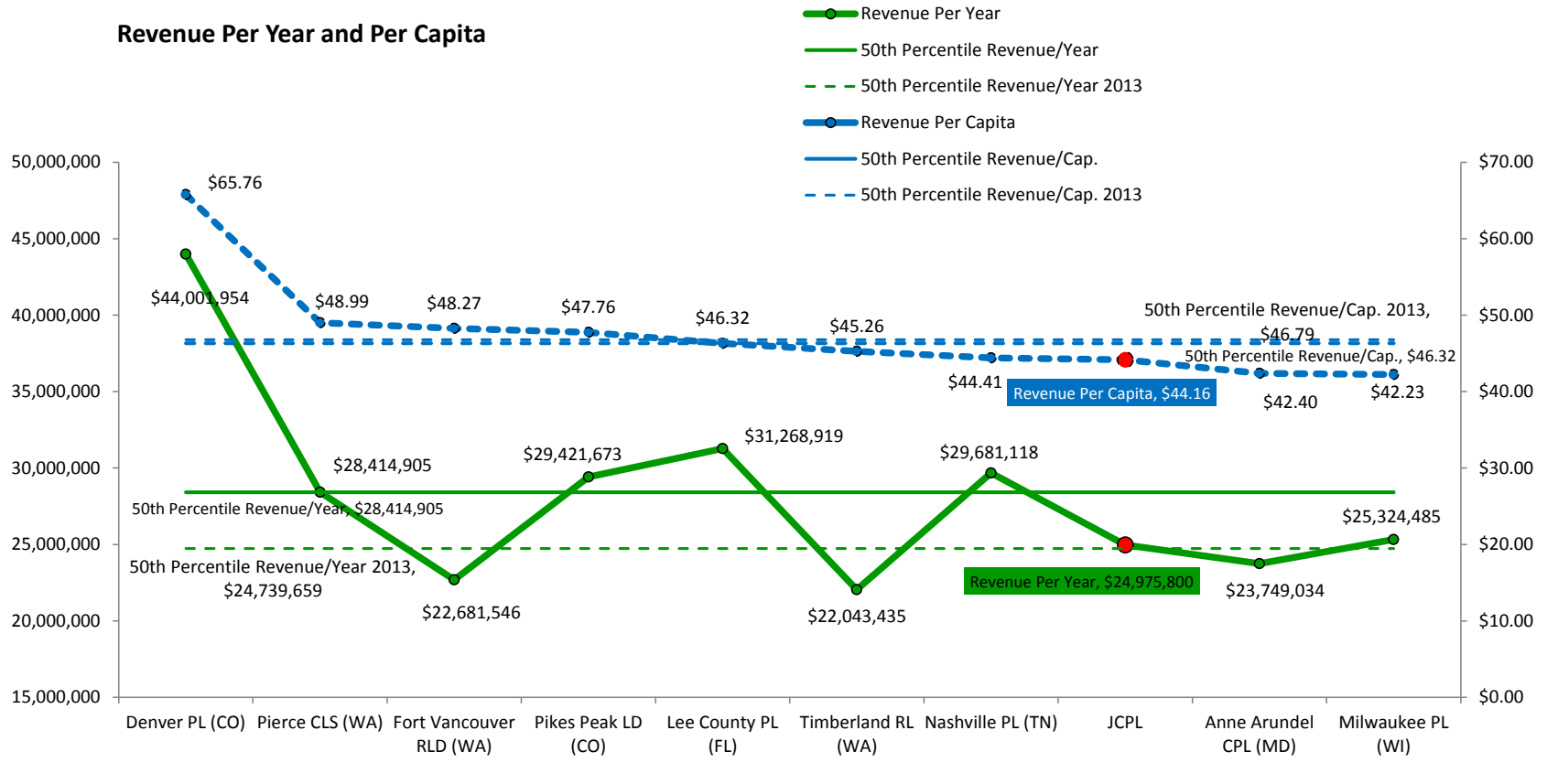
	Program Att./Year	Program Att./1,000 Capita
2015 Benchmarking Peers		
JCPL Rank*	4	4
JCPL 2015	208,354	368
JCPL 2014	200,571	366
JCPL 2013	164,817	307
Median (50th Percentile) 2015	130,101	277
Δ JCPL vs. Median (2015)	78,253	92
Δ % JCPL vs. Median (2015)	60%	33%
Δ % JCPL 3-YEAR (2013-15)	26%	20%
Δ % Median 3-YEAR (2013-15)	11%	19%

FTE Per Year and Per 1,000 Capita



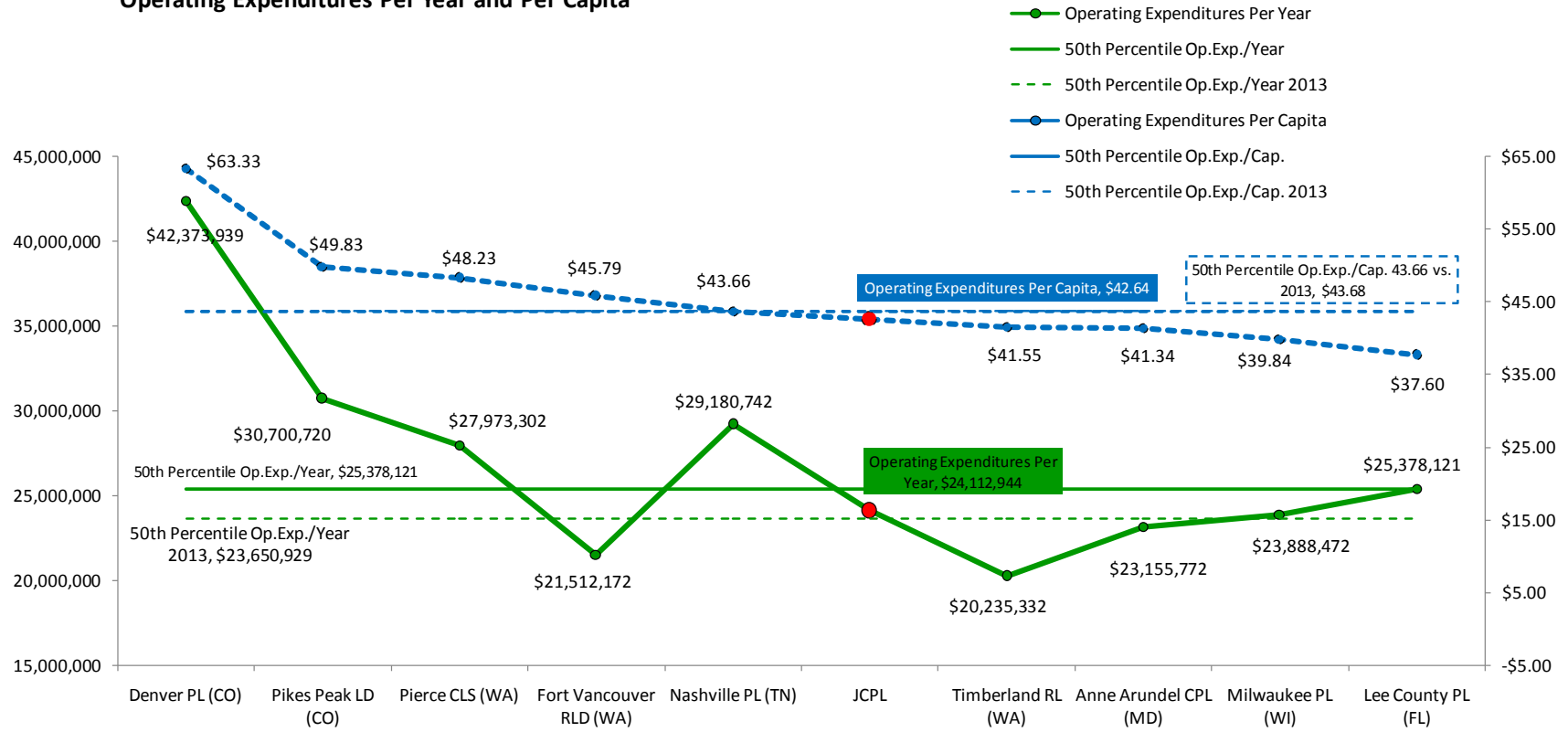
	FTE Per Year	FTE Per 1,000 Capita
2015 Benchmarking Peers		
JCPL Rank*	9	9
JCPL 2015	221	0
JCPL 2014	219	0
JCPL 2013	218	0
Median (50th Percentile) 2015	260	0
Δ JCPL vs. Median (2015)	-39	-0.10
Δ % JCPL vs. Median (2015)	-15%	-21%
Δ % JCPL 3-YEAR (2013-15)	2%	-4%
Δ % Median 3-YEAR (2013-15)	1%	4%

Revenue Per Year and Per Capita



2015 Benchmarking Peers	Revenue Per Year	Revenue Per Capita
JCPL Rank*	7	8
JCPL 2015	\$24,975,800	\$44.16
JCPL 2014	\$24,815,991	\$45.24
JCPL 2013	\$24,497,310	\$47.35
Median (50th Percentile) 2015	\$28,414,905	\$46.32
Δ JCPL vs. Median (2015)	-\$3,439,105	-\$2.16
Δ % JCPL vs. Median (2015)	-12%	-5%
Δ % JCPL 3-YEAR (2013-15)	2%	-7%
Δ % Median 3-YEAR (2013-15)	15%	-1%

Operating Expenditures Per Year and Per Capita



	Operating Expenditures Per Year	Operating Expenditures Per Capita
2015 Benchmarking Peers		
JCPL Rank*	6	6
JCPL 2015	\$24,112,944	\$42.64
JCPL 2014	\$21,299,925	\$38.83
JCPL 2013	\$23,516,718	\$43.77
Median (50th Percentile) 2015	\$25,378,121	\$43.66
Δ JCPL vs. Median (2015)	-\$1,265,177	-\$1.02
Δ % JCPL vs. Median (2015)	-5%	-2%
Δ % JCPL 3-YEAR (2013-15)	3%	-3%
Δ % Median 3-YEAR (2013-15)	7%	-0.03%

