



Jefferson County
PUBLIC LIBRARY

memorandum

to: Pam Nissler, Executive Director
from: Gloria Overholt, Director of Finance & Budget
re: Finance Study Session Report

- Pine Library Donation
- Replacement of Library Servers
- Financial Policies

date: February 11, 2016

A. Annual Gift to Pine Library

The Pine Library is a volunteer library operated by the North Fork Library Association. At the beginning of each year the Trustees consider a gift in an amount not to exceed \$1,000 to support Pine Library's operation. For the past several years the Trustees have authorized and donated to the Pine Library \$500 to support the library's operations. Attached is the request from Pine Library for your consideration.

For 2016 an amount of \$500 is included in the Trustees budget. Staff is requesting the Board to approve the request from Pine Library at its February 18th meeting.

B. Replacement of Library Servers

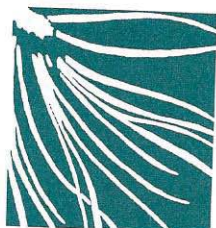
The Library has two servers which host the Sierra Application and the Sierra Databases. These two servers are the core of the Library operations. Failure of these two servers would cause the Library automation systems to stop functioning causing nearly all loan services to halt. The servers are currently between 4 and five years old this year.

III, the Library's current vendor, has provided the IT Director with a quote for the replacement of the servers.

The total price of replacing the servers, including data migration and a 3 year warranty is \$99,380. Funds are available in the 2016 budget as follows:

Project #16-13 III Database Server	Budget \$ 56,000	Quote \$55,600
Project ARM-05 IT Infrastructure Replacement	Budget \$137,500	Quote \$43,780

At the February 18th Board meeting staff will be requesting the Board to authorize the Executive Director to sign the contract and issue the purchase order to III for replacement servers.



THE PINE LIBRARY

North Fork Library Association

16720 Highway 126
Pine, Colorado 80470
303-838-6093

Mailing Address:

PO Box 194
Buffalo Creek, CO 80425

A DONATION SUPPORTED COMMUNITY SERVICE

December 31, 2015

Ms. Monica Rezac
Evergreen Library
5000 Highway 73
Evergreen, CO 80439

Dear Monica,

I have attached our American Family Insurance paid bill for premises and liability insurance. We seek funding for the \$500.00 grant allocated to us by the Jefferson County Library Board for 2015. Proceeds from the grant help pay for the Library's insurance. Would you please forward our request to the appropriate person or department for payment?

The Pine Library really appreciates this grant from Jefferson County Libraries. It is a HUGE help with our budget as insurance costs alone would consume almost our entire income each year.

Thank you and thanks to the Jefferson County Library Board.

Sincerely,

Elinor F. White, Treasurer
Treasurer, North Fork Library Association



Renewal Billing Statement

amfam.com | 1-800-MY AMFAM (692-6326)

Thanks for your business! We're here to serve you...

For policy questions or service, contact:

Agent: Michelle Bradley
Phone: (303) 979-6400
Email: mbradle2@amfam.com

For billing questions, call:

1-800-MYAMFAM, option 2
(1-800-692-6326)
24 hours a day, 7 days a week

Important Message:

*This policy is at renewal. Please pay the total minimum amount due to accept the renewal offer and maintain continuous coverage. Failure to pay at least this amount will cause your coverage to end at 12:01 a.m. on the policy renewal date.

Itemized Bill Detail for Account Number: 017-459-219-29

Billed Item Description	Policy Term Policy Status	Minimum Due	Current Balance
*Policy: 05XR-4763-02-82-BLBK-CO Business Key Policy	10/28/2015 to 10/28/2016 Renewal	\$62.49	\$749.00
Administration Fee Charged for paying less than the account balance		\$2.50	\$0.00
TOTALS		\$64.99	\$749.00

Payment is due by **10/28/2015**. To pay now, visit www.amfam.com or call **1-866-424-8002**.

#1344
10-8-15

Please see the following page(s) for additional account information.

Detach on the perforation and return the stub with your payment.

Please do not paper clip or staple your payment to the stub.

NORTH FORK LIBRARY ASSOCIATION
PO BOX 356
BUFFALO CREEK, CO 80425-0103

1324

82-0214/1070

10-8-15

DATE

PAY TO THE
ORDER OF

American Family Insurance \$ 749.00
Seven hundred forty-nine ⁰⁰/₁₀₀ DOLLARS



BANK OF THE WEST

Conifer Office
25657 CONIFER RD. PO BOX 339
CONIFER, CO 80433
1-800-488-2265

FOR

017-459-219-29

[Signature]

MP

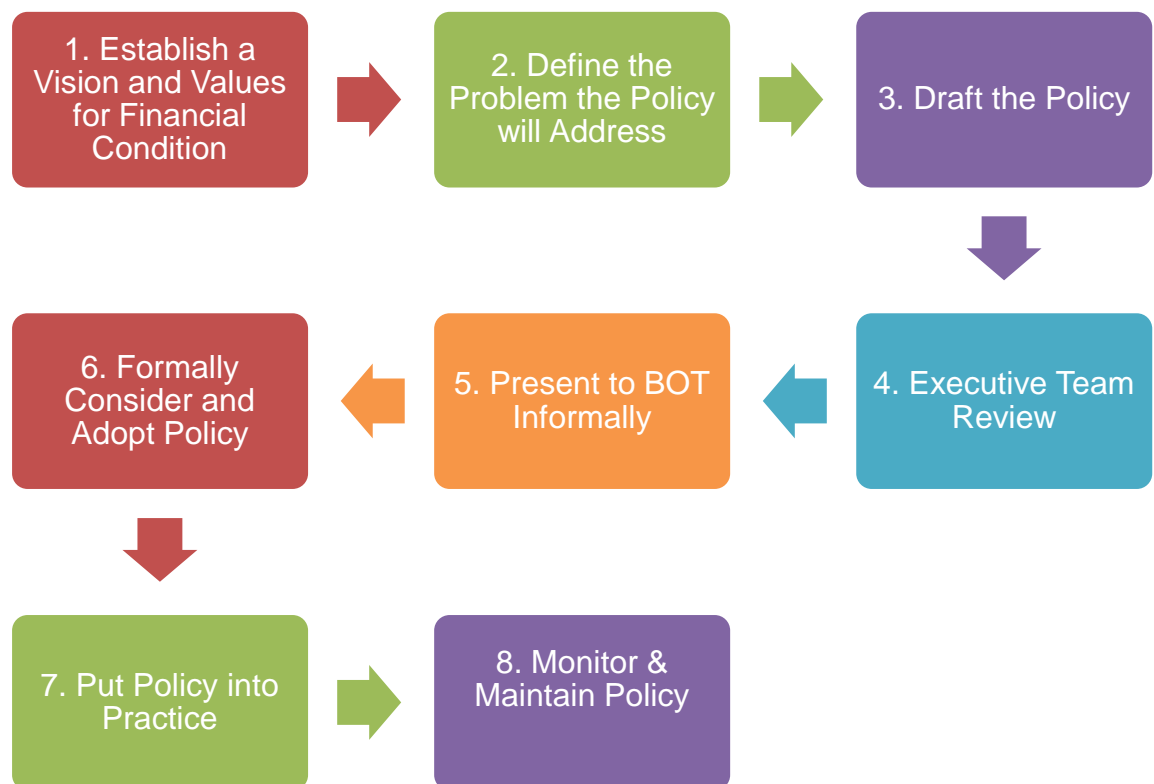
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Harland Clarke

C. Financial Policies

One of the Strategic Priorities for the Library for 2016 is to develop written financial policies to guide the Board and staff on how best to proceed regarding financial matters of the Library. The first step in this process is to communicate and collaborate with the Board to develop a shared vision for the process.

Following is a flowchart and brief explanation of how the process may work. Staff is requesting Board input into the process.



1. Establish a vision and values for financial condition
 - Ensure continuing value of services into the future.
 - Assess the usefulness of services and the public's satisfaction with services.
 - Operate within available means.
 - Adopt balanced budgets
 - Enforce budgetary controls

memorandum

- Make financial responsibility everyone's job
- Be responsible for our financial health and take charge of our financial destiny.
 - Maintain adequate reserves
 - Monitor financial condition
 - Build productive partnerships with stakeholders in the Library's financial position
- Build and preserve ability to produce.
 - Identify key assets, physical and human, and ensure their ability to create value
- Plan to stay in business for the long run.
 - Develop and maintain long-range plan for finances and key operation areas
- 2. Define the problem the policy will address.
 - A policy helps manage risk and cope with uncertainty
 - Manage the risks to the achievement of the boards' vision for financial condition.
- 3. Draft the Policy.
 - What do best practices say should be in the scope of similar policies?
- 4. Executive Team Review.
 - Identify concerns
 - Help with the wording to make policies more understandable to the non-financial user
 - Advocate for the policies if the policy supports operation performance.
- 5. Present to Board of Trustees – Informally.
 - Link policies to public approval of the board's performance
 - Relate the financial policies to goals and objectives the board is committed to
 - Engage the board about how the policy will alter future decision making
 - Discuss whether policies are consistent with accepted best practices
- 6. Put Policy into Practice.
 - Administrative procedures developed to support policy implementation
 - Integrate policy into board's decision making
 - Integrate policies into budget discussions, long-term planning and forecasting
 - Reserve analysis
 - Financial trend analysis
- 7. Monitor and Maintain Policy.
 - Review every policy or some portion formally each year
 - Finance initiates review

JCPL Financial Policies

Fund Balance Policy

Minimum level

Maximum level

Purchasing Policy

Procurement Procedures Manual

Collection Budget Policy

Minimum amount to be spent on Library Materials

Capital/Controlled Asset Management Policy

Capital Assets

Controlled Assets

Debt Issuance Policy

Long Term Financial Policy



Benchmarking Study 2014

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Selection Parameters

The Benchmarking Study 2014 will focus on the National Benchmarking Statistics which provide comparison of Jefferson County Public Library (JCPL) to its National Peers and Colorado Peers in analogy to the previous year (2013). Some select Colorado Only Benchmarking Statistics will be intertwined where these offer additional benchmarking parameters that are not part of the national survey. For 2014 we included the results from 2013 in order to compare trends over a two-year time period for JCPL and its peers, and we are using the 50th percentile and the year-over-year percentage change for this purpose. When comparing the 2013 quartiles to 2014, we need to be aware that our national peer group has changed to some extent, which may affect some trends more than others.

The following sources have been used to compile the peer group data.

Our **National Benchmarking Statistics** are sourced from the National Public Library Database www.plametrics.org. This set of statistics and the group of **National Peers** derived from it will also include our two most comparative peers in Colorado, Denver Public Library (DPL) and Pikes Peak Library District (PPLD).

The **Colorado Only Benchmarking Statistics** are based on statewide reported data only and will expand on the above with additional parameters that only the State Public Library Database www.lrs.org collects. Comparisons in this data set will be with **CO Peers** only, including DPL and PPLD.

Peer Selection

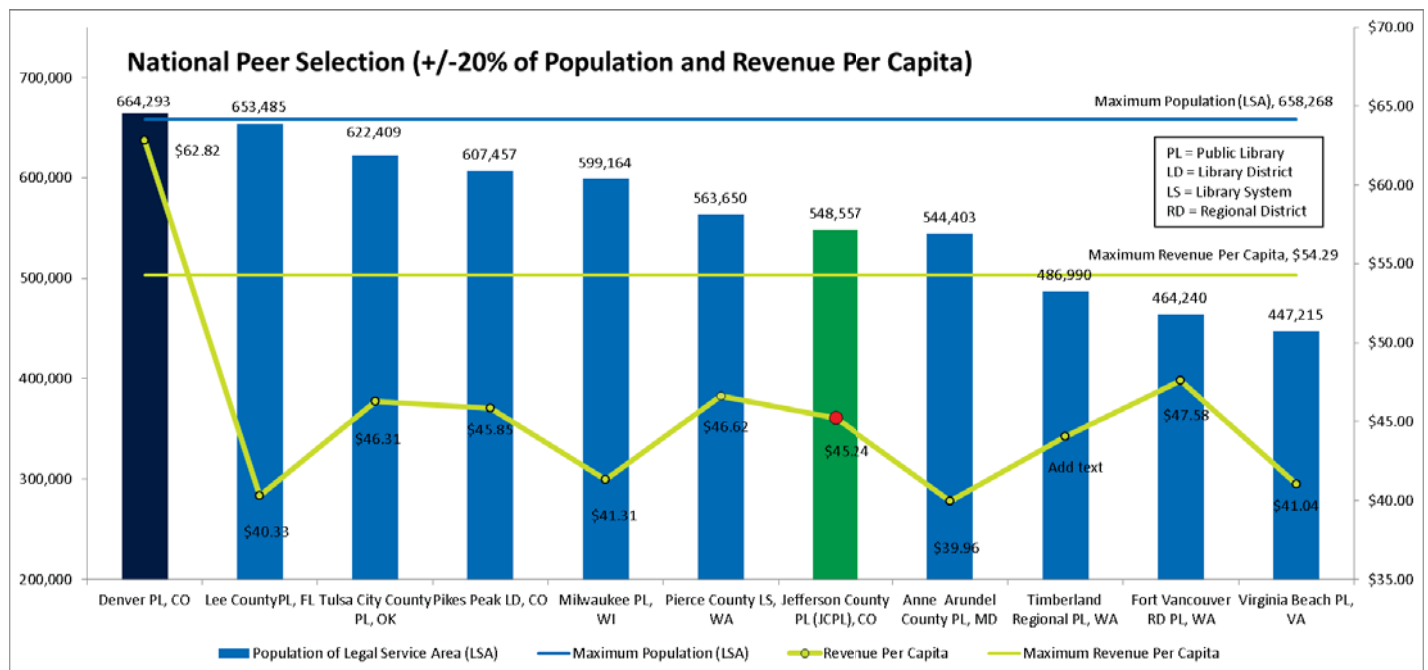
The Selection of National Peers is based on population and budget, while for Colorado Peers population size is the single criterion used. For the purpose of this study the population is defined as the number of people residing in the county that represents the Legal Service Area (LSA) of the library. Various measurements will be based on population, when we look at indicators on a per capita or a per 1,000 capita level. The budget refers to the annual revenue per capita received by the library.

In order to add another aspect besides population and income, the square miles of the legal service area and populations density have been added as parameters in 2014 as the latter will show whether a peer is serving a higher density or lower density area. JCPL can be found at the median of the peer group with 706 people per square mile served. JCPL marks the upper end of the peers serving lower density areas (Timberland Regional, Fort Vancouver, Pikes Peak, Pierce County, Lee County) and stays under the 50th percentile (813 people per square mile served).

National Peers

Selection of the National Peers was contingent on three criteria. The libraries had to

- 1) report in the Public Library Data Service (PLDS) www.plametrics.org
- 2) serve a population of the library's LSA +/- 20 percent of JCPL's (548,557 in 2014)
- 3) have a revenue per capita +/-20 percent of JCPL's (\$45.24 in 2014)



The following National peers have been selected for 2014 (sorted descending by population). The new peers for 2014 are marked with an asterisk* in the table below:

Location	+/- 20% Population LSA	+/- 20% Income Per Capita
CO - DENVER PUBLIC LIBRARY (was added as peer out of range)	664,293	\$62.82
FL - Lee County Library System *	653,485	\$40.33
OK - TULSA CITY-COUNTY LIBRARY SYSTEM	622,409	\$46.31
CO - PIKES PEAK LIBRARY DISTRICT	607,457	\$45.85
WI - Milwaukee Public Library	599,164	\$41.31
WA - PIERCE COUNTY LIBRARY SYSTEM	563,650	\$46.62
CO - JEFFERSON COUNTY PUBLIC LIBRARY	548,557	\$45.24
MD - Anne Arundel County Public Library *	544,403	\$39.96
WA - TIMBERLAND REGIONAL LIBRARY	486,990	\$44.07
WA - FORT VANCOUVER REGIONAL LIBRARY DISTRICT *	464,240	\$47.58
VA - VIRGINIA BEACH PUBLIC LIBRARY	447,215	\$41.04

Appendix National Peers:

The following peers are new in 2014:

- Lee County Library System, FL
Their population brings them into the peer group due to the population increase in Jefferson County.
- Fort Vancouver Regional Library District, WA
They had not participated in the national survey in 2013, but did in 2014 and are therefore included.
- Anne Arundel County Public Library, MD
Their revenue per capita brings them into the peer group at the lower end in 2014.

The following 2013 peers were no longer included in 2014:

- Johnson County Library, KS
Both, their population and revenue per capita were out of range in 2014, with a population too low and revenue per capita slightly too high.
- Jefferson Parish, LA
Their population was too low in 2014 to be part of the peer group, while their revenue per capita would be in range.

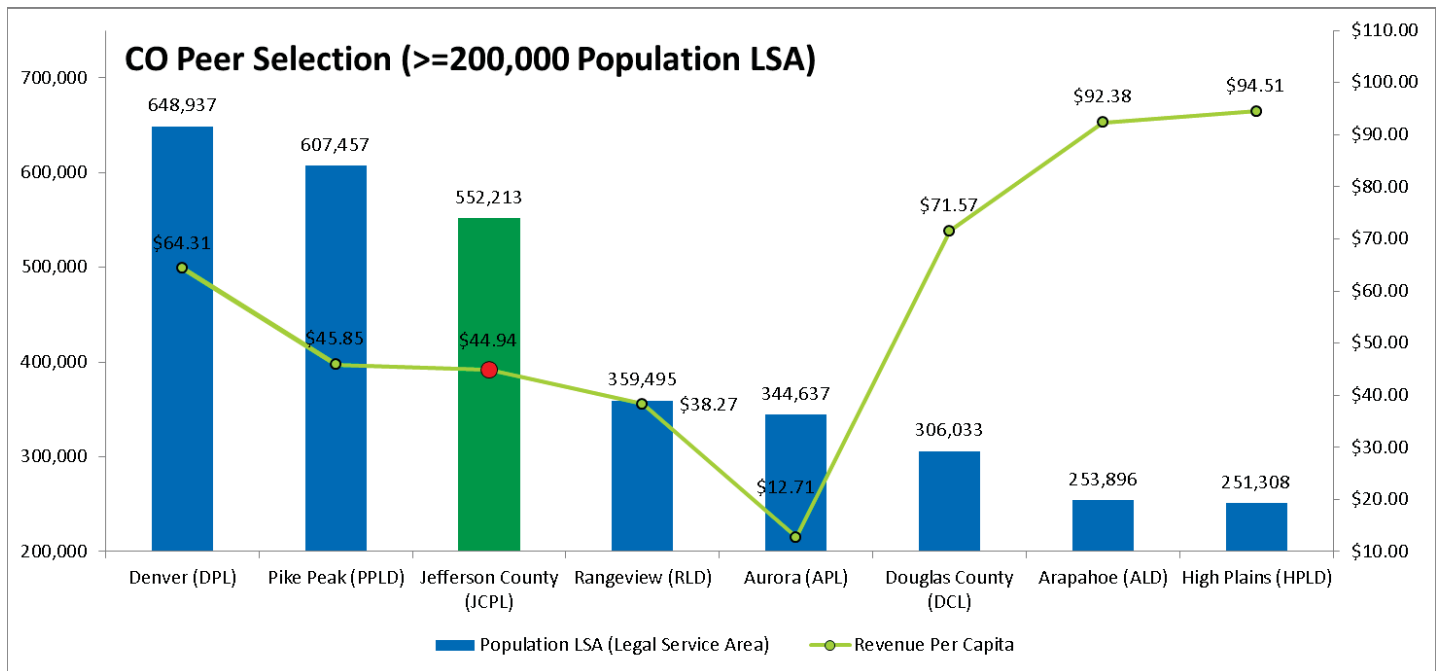
Denver Public Library (DPL), CO

- DPL is our only Benchmarking partner outside of our designated range, but DPL is an important local benchmarking partner for JCPL, and has been used consistently since 2012 for national and in-state comparisons.

Colorado Peers

The Selection of Colorado Peers was limited to the state of Colorado, and was contingent on the following two criteria. The libraries had to

- 1) report in the library database of Colorado, www.lrs.org
- 2) serve a population greater than 200,000 people



For the purpose of this Benchmarking Study we are using some select parameters for the in-state comparison group only.

The above chart and the following table both show revenue per capita in addition to population which was the actual criterion used for peer selection. Revenue per capita data has been included merely as an additional piece of information to capture distribution of revenue based on the population size of the peers. We see that JCPL, while ranking 3rd highest in terms of population in the CO peer group, ranks third lowest based on revenue per capita.

N.B.: The State uses their own source for collecting population statistics, which is why population numbers on the National Benchmarking Statistics will not match those displayed on the Colorado Only Benchmarking Statistics as they are based on different reports. This also affects the revenue per capita figures as they are based on population numbers.

The following Colorado peers have been selected for 2014 (sorted descending by population). The new peers for 2014 are marked with an asterisk* in the table below:

>= 200,000		
Location	Population LSA	Income Per Capita
CO - DENVER PUBLIC LIBRARY will be added!)	664,293	\$62.82
CO - PIKES PEAK LIBRARY DISTRICT	607,457	\$45.85
CO - JEFFERSON COUNTY PUBLIC LIBRARY	548,557	\$45.24
CO - RANGEVIEW LIBRARY DISTRICT	351,797	\$39.10
CO - AURORA Public Library *	344,637	\$12.71
CO - DOUGLAS COUNTY LIBRARIES	295,682	\$74.07
CO - ARAPAHOE LIBRARY DISTRICT	253,896	\$92.38
CO - HIGH PLAINS LIBRARY DISTRICT *	246,000	\$96.55

Appendix Colorado Peers:

The following peers are new in 2014:

- High Plains Library District (HPLD), CO
- Aurora Public Library (APL), CO

Both libraries were added to the peer group in 2014 due their participation in the annual State Reporting, when they had not reported in 2013.

For the year-over-year comparison, we have chosen to display the 2013 information as the 50th percentile in the graphs as an additional line, while the main spreadsheets will contain all information including all current (2014) and historic (2013) percentiles (25th, 50th, and 75th).

The narrative will include sections of the main spreadsheets showing JCPL in comparison to the 50th percentile, for each year. The percentage change year-over-year will be displayed at the right end of the tables with color coding green for “trend up” and red for “trend down”. This enables quick comparison of JCPL to the peer group, and shows whether JCPL had the same trend or a different trend from the group.

The charts used are both bar charts and line charts, and the target lines displayed always refer to the 50th percentile of the relevant peer group for the year displayed. Quartile analysis has been performed on all parameters, and a table containing all percentiles (25th, 50th and 75th) is included at the bottom of each chart. For the scope of this Benchmarking Study 2014 the 50th percentile was established as a baseline (target line).

Many of the parameters, especially when annual and per capita figures were available, have been grouped together graphically to show annual counts vs. per capita figures. This is to reference the importance of how well a library serves its population, and some combinations are used to tell a more complete story of a measure.

Data Tables

National Benchmarking Statistics

	2014 VIRGINIA BEACH PUB.LIB.	2014 TIMBER-LAND REG.LIB.	2014 PIERCE COUNTY LIB.SYS.	2014 MILWAUKEE E.PUB.LIB.	2014 TULSA CITY COUNTY UB.SYS.	2014 DENVER PUB.LIB.	2014 PIKES PEAK LIB.DIST.	2014 ANNE ARUNDEL CNTY. PUB.LIB.	2014 FORT VENTURA REG.LIB.DIST.	2014 LEE COUNTY PUB.LIB.	2014 JCIPL	25th Percentile 2014	50th Percentile 2014	75th Percentile 2014	2013 JCIPL	25th Percentile 2013	50th Percentile 2013	75th Percentile 2013	JCIPL % Change 2014 vs. 2013	50th Percentile % Change 2014 vs. 2013
Benchmarking Parameters																				
Population of Legal Service Area (LSA)	447,215	486,990	563,650	599,164	622,409	622,409	664,293	544,403	464,200	655,485	548,557	481,303	581,407	630,178	537,219	444,497	547,780	602,366	2%	6%
Square Miles of Legal Service Area	248	7,000	1,773	96	573	155	2,096	418	4,200	1,212	777	225	893	2,622	777	269	497	1,864	0%	80%
Population Density (Population Per Square Mile)	1,803	70	318	6,241	1,086	4,286	24	1,302	111	539	706	245	813	2,424	691	308	1,049	2,133	2%	-23%
Number of Library Branches	9	27	18	12	24	24	13	15	14	13	10	13	15	24	10	12	14	24	0%	7%
Number of Bookmobiles	1	0	1	1	2	2	3	0	2	2	1	1	1	2	1	0	1	2	0%	0%
Library Square Footage	308,866	210,393	217,319	642,943	379,312	817,393	338,087	276,037	102,177	277,349	225,569	215,588	293,108	445,220	225,562	216,795	258,873	441,723	0.00%	13%
Library Square Footage Per Capita	0.69	0.43	0.39	1.07	0.61	1.23	0.56	0.51	0.22	0.42	0.41	0.41	0.53	0.79	0.42	0.41	0.56	0.76	-2%	-5%
Public Service Hours Per Year	30,446	51,045	48,920	30,946	69,680	62,475	44,716	43,841	33,442	32,976	24,666	32,444	44,279	53,903	24,565	29,331	43,295	53,192	0.41%	-1%
Public Service Hours Per Week	586	1,020	973	603	1,340	1,260	896	843	685	697	474	665	870	1,080	474	569	874	1,108	0.07%	-2%
Holdings Per Capita	786,702	1,506,696	1,095,007	2,306,138	1,577,201	2,096,406	1,235,348	986,780	751,470	1,594,355	1,114,621	936,761	1,371,022	1,719,868	1,215,004	1,053,113	1,204,041	1,732,639	-8%	14%
Holdings Per Capita	1.76	3.09	1.94	3.85	2.53	3.16	2.03	1.81	1.62	2.44	1.62	1.80	2.24	3.11	2.26	2.08	2.40	2.77	-10%	-7%
Cardholders as % of Population	313,281	232,152	285,292	365,870	451,294	437,143	265,836	246,140	273,130	294,953	341,446	260,905	290,123	383,688	332,903	231,202	256,304	354,499	3%	13%
Cardholders as % of Population	70.05%	47.67%	50.62%	61.06%	72.51%	65.81%	43.76%	45.21%	58.83%	45.14%	62.24%	45.19%	54.72%	66.87%	61.89%	44.56%	53.92%	58.17%	1%	3%
Library Visits Per Year	1,784,513	2,492,618	2,325,547	2,096,643	3,301,097	4,407,701	3,604,630	2,510,207	2,089,710	2,763,925	2,452,635	2,094,910	2,500,413	3,376,980	2,591,642	2,067,047	2,493,098	3,606,065	-4%	0.33%
Website Visits Per Year	799,449	3,538,602	2,123,345	1,190,452	3,293,289	11,011,548	4,092,750	975,295	937,720	13,084,534	3,217,724	965,901	2,708,317	5,822,450	4,046,640	1,617,241	2,563,153	4,095,252	-20%	6%
Library Visits Per Capita	3.99	5.12	4.13	3.50	6.64	6.64	5.93	4.61	4.50	4.23	4.47	4.09	4.56	5.46	4.73	3.73	5.17	5.92	-5%	-12%
Circulation Per Year	3,269,563	4,096,152	6,906,394	2,486,167	5,923,683	9,067,577	8,440,101	5,102,854	4,373,949	6,123,207	7,402,527	3,889,505	5,513,269	7,289,821	7,589,979	3,131,177	6,359,150	7,894,738	-2%	-13%
Circulation Per Capita	7.31	8.41	12.25	4.15	9.52	13.65	13.89	9.37	9.42	9.37	13.49	9.40	9.40	12.60	14.13	6.63	11.66	14.81	-4%	-19%
Print Circulation (% of Total Circulation)	57.53%	49.40%	42.00%	47.52%	53.46%	45.59%	41.64%	63.15%	59.13%	27.95%	55.96%	42.00%	49.04%	57.53%	52.66%	46.35%	52.07%	55.81%	2%	-3%
CD/DVD Circulation (% of Total Circulation)	35.25%	35.36%	36.59%	45.53%	35.39%	38.42%	35.75%	23.03%	15.76%	41.13%	35.90%	35.25%	35.75%	38.42%	37.25%	35.31%	37.26%	40.10%	1%	-7%
Electronic Circulation (% of Total Circulation)	6.76%	12.51%	9.15%	4.20%	11.13%	7.96%	10.05%	6.91%	12.56%	14.76%	6.29%	6.76%	9.15%	12.51%	5.28%	4.67%	6.71%	7.60%	25%	39%
All Other Circulation (% of Total Circulation)	0.45%	3.09%	12.25%	2.75%	0.00%	8.03%	12.55%	6.91%	12.56%	16.17%	1.85%	1.85%	6.91%	12.55%	5.21%	1.18%	3.42%	9.30%	-63%	111%
Circulation Per Holding (Turnover)	4.16	2.72	6.31	1.08	3.76	4.33	6.83	5.17	5.82	3.84	6.64	3.50	4.24	5.94	6.25	3.17	4.16	6.28	6%	2%
Circulation Per Cardholder	10.44	17.64	24.21	6.80	13.13	20.74	31.75	20.73	16.01	20.76	21.68	12.45	19.19	21.62	22.83	15.88	22.00	27.85	-5%	-13%
Reference Transactions Per Year	802,568	440,544	110,604	503,746	460,241	477,984	546,381	324,065	175,242	1,262,695	382,928	286,859	469,113	610,428	348,816	302,128	471,241	531,059	10%	0%
Reference Transactions Per Capita	1.79	0.90	0.20	0.84	0.74	0.72	0.90	0.60	0.38	1.93	0.70	0.54	0.79	1.13	0.65	0.58	0.86	0.93	8%	-8%
Programs Per Year	5,570	2,923	4,190	5,201	6,162	20,906	10,450	2,598	5,707	3,284	7,287	3,194	5,386	7,234	5,960	3,737	4,636	7,220	22%	16%
Programs Per 1,000 Capita	12	6	7	9	10	31	17	5	12	5	13	6	9	14	11	7	9	13	20%	6%
Program Attendance Per Year	118,168	77,755	121,533	113,047	303,131	404,792	367,780	94,978	148,649	108,958	200,571	105,463	119,851	319,293	164,817	83,009	117,533	281,997	22%	2%
Program Attendance Per 1,000 Capita	264	160	216	189	487	609	605	174	320	167	366	173	240	517	307	164	233	452	19%	3%
Average Program Attendance	21	27	29	22	49	19	35	37	26	33	28	22	28	36	28	21	24	32	-0.47%	14%
FTE (Full Time Equivalent) Per Year	255	246	261	247	283	577	303	293	219	222	219	240	258	296	218	258	258	286	1%	0.22%
Percentage of FTE with Librarian Title	17.65%	27.03%	20.78%	0.00%	22.97%	27.11%	14.82%	39.42%	19.79%	31.17%	29.17%	16.94%	21.88%	28.12%	27.77%	16.06%	22.73%	27.12%	5%	-4%
FTE Per 1,000 Cardholders	0.81	1.06	0.92	0.68	0.63	1.32	1.14	1.19	0.80	0.75	0.64	0.73	0.86	1.15	0.66	0.73	1.07	1.27	2%	-19%
FTE Per 1,000 Capita	0.57	0.50	0.46	0.41	0.45	0.87	0.50	0.54	0.47	0.34	0.40	0.44	0.49	0.55	0.41	0.44	0.47	0.59	-1%	3%
Revenue Per Year	\$18,383,853	\$21,462,020	\$26,277,667	\$24,753,305	\$28,821,754	\$41,731,886	\$27,851,344	\$21,755,765	\$22,088,961	\$26,352,186	\$24,815,991	\$21,682,329	\$25,515,486	\$28,095,297	\$24,497,310	\$21,477,529	\$24,739,659	\$27,636,620	1%	3%
Revenue Per Capita	\$41.04	\$44.07	\$46.62	\$41.31	\$46.31	\$62.82	\$45.85	\$39.96	\$47.58	\$40.33	\$45.24	\$40.38	\$44.96	\$46.86	\$47.35	\$45.43	\$46.79	\$50.30	-4%	-4%
Operating Expenditures Per Year	\$17,372,822	\$20,228,107	\$26,137,989	\$23,529,424	\$25,675,118	\$40,618,846	\$29,877,266	\$21,687,642	\$20,253,071	\$25,049,223	\$23,940,527	\$20,384,348	\$24,289,324	\$27,072,808	\$23,855,364	\$20,370,962	\$23,650,929	\$25,645,187	0.36%	3%
Operating Expenditures Per Capita	\$38.85	\$41.95	\$46.37	\$39.27	\$41.25	\$61.15	\$49.18	\$39.84	\$43.63	\$38.33	\$43.64	\$39.16	\$41.60	\$47.08	\$44.41	\$40.51	\$43.68	\$45.98	-2%	-5%
Materials Expenditures Per Year	\$2,015,958	\$3,404,125	\$1,973,424	\$1,973,424	\$3,386,520	\$5,277,257	\$4,250,426	\$2,960,591	\$3,480,147	\$4,421,605	\$3,485,067	\$2,724,433	\$3,422,443	\$4,293,221	\$3,266,075	\$2,369,112	\$3,330,991	\$3,667,182	7%	3%
Materials Expenditures Per Year	\$13,412,076	\$14,760,670	\$18,555,629	\$17,901,246	\$16,854,687	\$31,025,163	\$15,063,280	\$16,946,364	\$12,995,192	\$13,673,534	\$13,266,734	\$11,307,455	\$15,958,984	\$18,064,842	\$13,531,332	\$12,976,210	\$14,479,902	\$18,110,412	-2%	10%
Staff Expenditures (% of Operating Exp.)	11.60%	16.84%	13.02%	8.39%	13.19%	12.99%	14.23%	13.65%	17.18%	17.65%	14.56%	12.65%	13.42%	16.39%	13.65%	11.08%	12.55%	13.94%	7%	7%
Staff Expenditures (% of Operating Exp.)	77.20%	72.26%	70.99%	76.08%	65.65%	76.38%	50.42%	78.14%	64.16%	50.59%	55.42%	60.77%	71.62%	76.59%	56.72%	56.57%	68.67%	76.19%	-2%	4%
Print Expenditures (% of Materials Exp.)	51.98%	43.70%	43.70%	65.10%	58.00%	31.44%	31.77%	61.78%	50.84%	48.98%	40.34%	40.34%	51.41%	58.94%	44.42%	26.14%	44.73%	55.82%	10%	15%
CD/DVD Expenditures (% of Materials Exp.)	20.76%	21.39%	28.46%	14.06%	18.46%	19.72%	20.19%	19.74%	0.00%	11.03%	17.49%	14.06%	19.72%	20.76%	20.33%	8.53%	19.29%	21.32%	-14%	2%
Electronic Materials Expenditures (% of Materials Exp.)	27.19%	34.92%	23.65%	20.53%	23.49%	13.19%	38.10%	25.88%	34.88%	23.07%	27.49%	22.59%	19.77%	34.86%	29.17%	9.00%	21.07%	29.17%	-2%	18%
Other Library Materials Expenditures (% of Mat. Exp.)	0.07%	0.00%	4.70%	0.30%	0.00%	35.64%	9.94%	0.00%	3.38%	14.86%	6.29%	0.00%	3.38%	3.86%	7.50%	0.00%	1.41%	8.32%	-2%	37%
Ebooks Expenditures (part of Electr. Mat. Exp.) (% of Mat. Exp.)	6.11%	12.00%	12.70%	5.02%	5.44%	6.15%	28.93%	6.05%	15.89%	10.55%	6.97%	5.90%	8.35%	13.50%	8.60%	2.01%	6.08%	9.10%	-19%	1%

Colorado Only Benchmarking Statistics

	2014 Rangeview Library District (Adams Cnty)	2014 Aurora Public Library	2014 Arapahoe Library District	2014 High Plains Library District (Weld Cnty)	2014 Douglas County Libraries	2014 Denver Public Library	2014 Pikes Peak Library District	2014 JCPL	25th Percentile 2014	50th Percentile 2014	75th Percentile 2014	2013 JCPL	25th Percentile 2013	50th Percentile 2013	75th Percentile 2013	JCPL % Change 2014 vs. 2013	50th Percentile % Change 2014 vs. 2013
Benchmarking Parameters																	
Population LSA (Legal Service Area)	359,495	344,637	253,896	251,308	306,033	648,937	607,457	552,213	\$266,930	\$352,066	\$593,646	546,653	\$264,707	\$345,564	\$585,575	1%	2%
Revenue Per Year	\$13,756,279	\$4,378,971	\$23,453,932	\$23,751,889	\$21,902,381	\$41,731,886	\$27,853,144	\$24,815,991	\$15,792,805	\$23,602,911	\$27,093,856	\$24,576,796	\$15,094,352	\$21,929,228	\$26,965,694	1%	8%
Storytime Programs Per Week	54	31	52	51	224	359	84	84	51	69	189	66	54	67	187	27%	4%
Average Storytime Attendance Per Week	1,143	60	1,326	836	3,171	9,345	1,985	2,375	913	1,666	2,972	1,724	1,131	1,529	2,475	38%	8%
Summer Reading Registrants Per Year	12,648	7,650	13,291	8,014	No Data	36,109	31,569	29,860	8,014	13,291	31,569	25,907	7,733	15,626	29,112	15%	-15%
Summer Reading Registrants Per 1,000 Capita	35.18	22.20	52.35	31.89	No Data	55.64	51.97	54.07	31.89	51.97	54.07	47.39	29.21	45.22	49.72	14%	15%
Public Access Internet Computers	312	252	235	498	123	961	824	332	239	322	743	315	230	308	539	5%	5%
Public Access Computers Per 1,000 Capita	0.87	0.73	0.93	1.98	0.40	1.48	1.36	0.60	0.63	0.90	1.45	0.58	0.61	0.87	1.32	4%	3%
Public Access Computers Internet Session Per Year	295,710	461,379	306,060	330,053	146,147	955,487	1,010,749	439,577	298,298	384,815	831,960	474,702	330,179	360,291	774,176	-7%	7%
Wireless Internet Sessions Per Year	195,951	No Data	110,616	47,000	274,747	3,443,277	636,930	235,194	110,616	235,194	636,930	180,954	127,872	178,577	943,791	30%	32%
Collection Size Print Per Year	303,465	209,135	424,638	659,139	504,934	1,340,106	880,121	727,728	333,758	582,037	842,023	893,625	331,005	573,027	887,190	-19%	2%
Collection Size E-Book Per Year	19,642	23,048	57,066	106,178	57,848	56,745	74,658	45,265	28,602	56,906	70,456	40,152	17,873	42,597	58,210	13%	34%
Collection Size Print Per 1,000 Capita	840	610	1670	2620	1650	2070	1450	1320	960	1,550	1,970	1,630	1,045	1,540	2,318	-19%	1%
Collection Size E-Books Per 1,000 Capita	54.64	66.88	224.76	422.5	189.03	87.44	122.9	81.97	70.65	105.17	215.83	73.45	62.91	81.82	194.38	12%	29%
Circulation Electronic Materials	217,943	93,212	867,847	1,688,804	537,949	721,709	848,451	465,769	181,089	501,859	816,766	400,782	133,630	421,291	563,616	16%	19%
Circulation Per Year	2,267,091	1,065,076	4,508,477	2,749,021	7,826,863	9,067,577	8,440,101	7,402,527	2,387,574	5,965,502	8,286,792	7,589,979	2,392,799	5,980,667	8,504,255	-2%	0%

Executive Summary

This benchmarking study will measure and show how Jefferson County Public Library (JCPL) has invested their funds in capital, staff, and materials in comparison to its selected national peer group. It will further evaluate how these efforts translate into the use of the library by its patrons, as reflected by visits, circulations, program attendance, and technology usage. In comparison to its national peers, JCPL ranges at the median for both selection criteria, population size of the legal service area, and revenue per capita. This confirms an ideal benchmarking group for 2014.

2014 was a year with budget challenges, and restricted opens hours just like 2013 had been, and 2015 will still be. The primary focus for 2014 was a yearlong process of community interviews to assess library services and how to secure the long term relevance of JCPL. The results of several of the strategic priorities for 2014 such as increasing the number of e-books per 1,000 capita, increasing programming (in particular story times) and attendance, and an annual evaluation of the collection will be illustrated in this report.

Revenue was unchanged compared to 2013, and a slightly lower revenue per capita resulted from a 2% increase in the size of the county population. Similarly, JCPL has shown no change in operating expenditures year-over-year, while again the population increase makes for a decrease in operating expenses on a per capita level. How JCPL spent its revenues differs from our national peers. JCPL spent more of their operating budget on materials (JCPL 14.56% vs. the 50th percentile of 13.42%), but the overall collection size of JCPL decreased by 8%. The budget could not sustain collection size when staff began a systematic weeding of low interest and damaged items. In contrast to our peers' circulation JCPL's remained comparatively steady. Even though JCPL noted a 2% decrease in circulation, the 50th percentile of peers saw a 13% decrease. JCPL spent less of their operating budget on staff than their peers (JCPL 55.42% vs. 50th percentile 71.52%). This is due to both lean staffing and vacant positions.

The number of programs increased by 22% largely due to added story time programs. With a focus on outreach to the community the number of preschools and daycares that received story times from JCPL was increased. Also story times were offered during the months of May and August when they had not been offered previously during this time. The additional programs offered were taken up enthusiastically by the members of our community. Overall the program attendance increased by 22% in comparison to 2013, so did the story time attendance.

The number of cardholders increased by 3%, which ranks JCPL well above the 50th percentile and closer to the 75th percentile. While this result shows growth and impact on the community as a service provider, the visits decreased by 4%. This could be an indication that our number of digital cardholders is growing, but would also mirror the limited public service hours. Since the decrease in circulation was less in relation to the decrease in visits year-over-year, this could also indicate a change in visits patterns with community members borrowing more at a time and coming in less. The turnover which describes the rate each item of the collection is checked out annually, is higher in comparison to 2013, which is expected in view of a slightly smaller collection size but fairly unchanged borrowing habits.

Lastly, our patrons seem to follow the general trend with wireless technology on the rise. They engaged in 30% more wireless internet sessions than in 2013, while internet sessions on public access computers in the libraries decreased by 7%.

Annual Revenue

	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Benchmarking Parameters						
Revenue Per Year	\$24,815,991	\$25,515,486	\$24,497,310	\$24,739,659	1%	3%
Revenue Per Capita	\$45.24	\$44.96	\$47.35	\$46.79	-4%	-4%

The annual income of JCPL has almost remained unchanged in comparison to 2013, but due to the population growth of 2% at the same time, the per capita revenue of \$45.24 comes out lower (\$47.35 per capita). JCPL ranges at the median of the peer group in terms of revenue in 2014, and slightly above the 50th percentile (\$44.96) which has decreased from 2013 (50th percentile \$46.79).

Capital Investments in Library Branches, Bookmobiles, Square Footage

	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Benchmarking Parameters						
Population of Legal Service Area (LSA)	548,557	581,407	537,219	547,780	2%	6%
Square Miles of Legal Service Area	777	893	777	497	0%	80%
Population Density (Population Per Square Mile)	706	813	691	1,049	2%	-23%
Number of Library Branches	10	15	10	14	0%	7%
Number of Bookmobiles	1	1	1	1	0%	0%
Total Library Square Footage	225,569	293,108	225,562	258,873	0.00%	13%
Library Square Footage Per Capita	0.41	0.53	0.42	0.56	-2%	-5%

Library Branches, Bookmobiles

Jefferson County has seen a growth in population while the number of JCPL service locations has remained the same. Our national peers have seen both a growth in population but also a growth in their number of service locations. This means that the 50th percentile has moved up. Simply by maintaining our status quo we have actually fallen further behind. JCPL ranks second lowest of all peers with 10 branches, and the county does not meet the 25th percentile (13 branches) with this number.

With 1 bookmobile in service JCPL is in line with the average of the peers.

Square Footage

With a square footage of 225,569 square feet JCPL ranks fourth lowest in the peer group (of 11), and only slightly succeeds the 25th percentile (215,588 square feet). JCPL has some room to grow towards the 50th percentile (293,108 square feet) which has increased from 2013, while JCPL's square footage remained unchanged. If comparing the square footage per capita ratio, JCPL drops to third lowest position in the peer group, and places right on the 25th percentile with 0.41 square feet per capita.

These results show that while JCPL averages at the median of the national peer group in size of population served and also population density, it has not been able to make the necessary investments to increase number and/or square footage of facilities to keep up with the growth rate of its community, nor with the peer group. The last two libraries added to JCPL were new buildings to replace outgrown facilities (Arvada 2006, Belmar 2000).

Operating Expenditures for Staff, FTE, Public Service Hours, and Programs

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Operating Expenditures Per Year	\$23,940,527	\$24,289,324	\$23,855,364	\$23,650,929	0.36%	3%
Operating Expenditures Per Capita	\$43.64	\$41.60	\$44.41	\$43.68	-2%	-5%
Materials Expenditures Per Year	\$3,485,057	\$3,422,443	\$3,256,075	\$3,330,591	7%	3%
Materials Expenditures (% of Operating Exp.)	14.56%	13.42%	13.65%	12.55%	7%	7%
Staff Expenditures Per Year	\$13,266,734	\$15,958,984	\$13,531,332	\$14,479,902	-2%	10%
Staff Expenditures (% of Operating Exp.)	55.42%	71.62%	56.72%	68.67%	-2%	4%

JCPL's operating expenditures remained essentially unchanged year-over-year with only a marginal increase of 0.36% in 2014. On a per capita level this actually translates into a decrease from \$44.41 (in 2013) to \$43.64 (in 2014) when the 2% increase in population of 2014 is factored in. JCPL ranks in 4th highest position within the 2014 peer group in operating expenditures per capita, and marks above the 50th percentile (\$41.60). When we compare the distribution of operating expenditures on materials vs. staff, we find JCPL spending more of their budget than our peers on materials, and less of our budget than our peers on staff. In comparison to 2014, the operating expenditures on materials have gone up by 7%, while staff expenditures have decreased by 2%. While the increase in material expenditures is in line with our peer group year-over-year, the decrease in staff expenditures is contrary to the peers' increase of 4%.

With 54.74% of operating expenditures on staff (salaries and benefits), JCPL registers below the 25th percentile (60.77%), but marks above the 50th percentile (13.42%) for materials expenditures in percent of operating expenditures (JCPL 13.94% in 2014).

Staff Expenditures

JCPL ranks 3rd lowest from the bottom in comparison to the national peer group with 54.74% of staff expenditures in percent of operating expenditures. While JCPL's total staff expenditures (\$13,266,734) were 2% less than in 2013, the 50th percentile of our peers (\$24,289,324) moved up by 10% year-over-year. JCPL ranges below the 25th percentile (60.77%) in terms of percent of budget spent on staff, and this gap is a result from key positions being vacant in 2014. This effect will continue to show in 2015 to some extent. Lean staffing is also reflected in the number of full time employees.

Full Time Equivalent (FTE) and Public Service Hours

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
FTE (Full Time Equivalent) Per Year	219	258	218	258	0.69%	0.22%
Percentage of FTE with Librarian Title	29.17%	21.88%	27.77%	22.73%	5%	-4%
FTE Per 1,000 Cardholders	0.64	0.86	0.66	1.07	-2%	-19%
FTE Per 1,000 Capita	0.40	0.49	0.41	0.47	-1%	3%
Public Service Hours Per Year	24,666	44,279	24,565	43,295	0.41%	2%
Public Service Hours Per Week	474	870	474	874	0.07%	-0.51%
Reference Transactions Per Year	382,928	469,113	348,816	471,241	10%	-0.45%
Reference Transactions Per Capita	0.70	0.79	0.65	0.86	8%	-8%

The 2014 hours and FTE continue to show JCPL below the 50th percentile. When comparing FTE per 1,000 capita, JCPL ranks 2nd lowest with 0.40 FTE per 1,000 capita vs. the 50th percentile of 0.49 FTE nationally. These numbers are inter-related with JCPL's budgetary restrictions and limited public services hours which remained essentially unchanged from 2013 to 2014.

With 24,666 open hours offered to its patrons per year, JCPL ranks lowest in the peer group which shows a 50th percentile (44,279 open hours per year) of almost double JCPL's current open hour capacity (44,279 open hours per year). Limited open hours continue to be a concern in 2014, as they are crucial for JCPL in connecting with its patrons. Public service hours mean accessibility to materials as well as staff resources in terms of community programs and reference transactions between staff and patrons.

The number of reference transactions per capita has increased by 10% year-over-year with 382,928 transactions in 2014. This is also an 8% increase on a per capita level when the 2% increase of the population is factored in. With 0.70 reference transactions per capita JCPL is very close to the 50th percentile (0.79 reference transactions per capita).

Programs

	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Benchmarking Parameters						
Programs Per Year	7,287	5,386	5,960	4,636	22%	16%
Programs Per 1,000 Capita	13	9	11	9	20%	6%
Program Attendance Per Year	200,571	119,851	164,817	117,533	22%	2%
Program Attendance Per 1,000 Capita	366	240	307	233	19%	3%
Average Program Attendance	28	28	28	24	-0.47%	14%

JCPL continues to show growth in both, the number of programs offered as well as program attendance, as will be explained in more detail in the section “Parameters Indicating Use”. With 7,287 programs created in 2014, JCPL grew 22% over 2013, and ranks 3rd highest within the national peer group. Even when the population growth is factored in, JCPL is still offering 2 more programs per 1,000 capita annually. With 13 programs per 1,000 capita JCPL offered 4 programs more than the 50th percentile (9 programs per 1,000 capita) which has actually remained unchanged from 2013.

The increase in programs can be attributed largely to offering story times in the months of May and August of 2014, which enabled JCPL to offer more programs annually for children without any additional staffing or planning needs. These measures met or exceeded the measures of success for the 2014 strategic priorities (increased story times, increased attendance, targeted average attendance of 26 per program).

Operating Expenditures for Library Materials, and Collection Size

	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Benchmarking Parameters						
Materials Expenditures (% of Operating Exp.)	14.56%	13.42%	13.65%	12.55%	7%	7%
Print Expenditures (% of Materials Exp.)	48.98%	51.41%	44.42%	44.73%	10%	15%
CD/DVD Expenditures (% of Materials Exp.)	17.49%	19.72%	20.33%	19.29%	-14%	2%
Electronic Materials Expenditures (% of Materials Exp.)	27.24%	24.77%	27.75%	21.07%	-2%	18%
Other Library Materials Expenditures (% of Mat. Exp.)	6.28%	3.38%	7.50%	1.41%	-2%	18%
Ebooks Expenditures (part of Electr. Mat. Exp.) (% of Mat.Exp.)	6.97%	8.35%	8.60%	6.08%	-19%	37%
Holdings Per Year	1,114,621	1,371,022	1,215,004	1,204,004	-8%	14%
Holdings Per Capita	2.03	2.24	2.26	2.40	-10%	-7%

Materials Expenditures

These are the funds used to purchase items for the library collection such as books, periodicals, downloadables, and non-print items like audio and video cassettes. In contrary to the staff expenditures which JCPL ranked low on in comparison to its peers, JCPL ranks 4th highest for material expenditures in percent of operating expenditures. With 14.56% of operating expenditures invested in the collection, JCPL is above the

50th percentile (13.42%), and continues to demonstrate a strong commitment on keeping its collection current and interesting for its patrons.

In 2014 we are taking a look at a breakdown of the library material expenses into the main categories print, CD/DVD, and electronic materials. In the section “Parameters Indicating Use” we will later be able to see how well these parts of the collection have been used (circulated). JCPL’s spending on print and CD/DVD is on the slightly lower end of the peer group in percent of library materials expenditures, with both ranking slightly below the 50th percentiles. But JCPL ranks 4th highest in spending for electronic materials (in percent of operating expenditures) in comparison to the peer group. These are also referred to as downloadables, and consist to a majority of ebooks, but also offer music and video content. This expenditure reflects the 2014 strategic priority to increase the availability and selection of digital materials for our patrons.

Collection Size (Holdings)

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Holdings Per Year	1,114,621	1,371,022	1,215,004	1,204,004	-8%	14%
Holdings Per Capita	2.03	2.24	2.26	2.40	-10%	-7%

With a collection size of 1,114,621 items, JCPL ranks below the 50th percentile (1,371,022 items) in 2014. The number of items (also referred to as Holdings) per capita measure the average number of items owned by the library for each person in the community. On a per capita level, JCPL does not meet the demand set by the continued growth of its community. With 2.03 items per capita JCPL’s current collection size is therefore also below the 50th percentile (2.24 nationally) per county resident. This shows that while the materials expenditures percentage (of operating expenditures) is on the high end in national comparison, the absolute materials expenditures are insufficient on a per capita level.

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Print Volumes Per Year	727,728	582,037	893,625	573,027	-19%	2%
E-Book Volumes Per Year	45,265	56,906	40,152	42,597	13%	34%
Print Volumes Per 1,000 Capita	1320	1,550	1630	1,540	-19%	1%
E-Book Volumes Per 1,000 Capita	81.97	105.17	73.45	81.82	12%	29%
Circulation of Electronic Materials	465,769	501,859	400,782	421,291	16%	19%
Circulation Per Year	7,402,527	5,955,502	7,589,979	5,980,667	-2%	-0.42%

Our CO Peer group enables us to take a look at circulations paired with the added information of print collection size and e-book collection size which is the equivalent electronic format for a paper copy.

In comparison with our CO Peers we are well above the 50th percentile (582,037) in print materials with JCPL’s annual print volume of 727,728. But when the population increase is factored in, JCPL slips below the 50th percentile (1,550 print items per 1,000 capita) with its 1,320 print volumes per 1,000 capita. It had been above

the 50th percentile in 2013 before the 2% population increase. In the e-book segment it seems that JCPL is still playing catch-up with the peers. With 82 e-books per 1,000 capita JCPL would have just caught up with the 2013 50th percentile (82 e-books per 1,000 capita), but the peers have pushed the 2014 50th percentile up to 105 e-books per 1,000 capita. While JCPL registered an increase of 12% for e-book holdings, the peers had a greater increase of 29%. This puts JCPL third lowest in the peer group in 2014.

Parameters Indicating Use

Circulation

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Circulation Per Year	7,402,527	5,513,269	7,589,979	6,359,150	-2%	-13%
Circulation Per Capita	13.49	9.40	14.13	11.66	-4%	-19%
Print Circulation (% of Total Circulation)	55.96%	49.04%	52.26%	52.07%	2%	-3%
CD/DVD Circulation (% of Total Circulation)	35.90%	35.75%	37.25%	37.26%	1%	-7%
Electronic Circulation (% of Total Circulation)	6.29%	9.15%	5.28%	6.71%	25%	39%
All Other Circulation (% of Total Circulation)	1.85%	6.91%	5.21%	3.42%	-63%	111%
Circulation Per Holding (Turnover)	6.64	4.24	6.25	4.16	6%	2%
Circulation Per Cardholder	21.68	19.19	22.83	22.00	-5%	-13%

The number of circulations per capita displays the average number of loans per community member per year, indicating the use of the library. With 7,402,527 items checked out in 2014, JCPL registered the 3rd largest circulation number in national comparison. We have moved up one rank from 2013, even though the total number of circulations was slightly smaller in 2014 for JCPL than it had been in 2013. On a per capita level we are able to see the same trend. A Jefferson County resident would borrow 13.49 items per year, which positions JCPL above the 75th percentile (12.60 items per year).

While print and CD/DVD circulations are up marginally (1%-2%) in comparison to 2013, they show a positive trend while the peer group shows a negative trend in those categories. With JCPL's focus on the electronic materials sector in terms of investments in 2014 we see a strong response of patrons with a 25% increase in circulations for downloadables, indicating a good return on the investment. However, JCPL is still playing catch up with the peers that have seen an even greater increase in electronics circulation (38%) year-over-year. This mirrors the results of the electronic volumes comparison which showed that the amount of electronic materials JCPL has been able to acquire up to this point in 2014 does not yet match up to its peers.

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Circulation of Electronic Materials	465,769	501,859	400,782	421,291	16%	19%
Circulation Per Year	7,402,527	5,955,502	7,589,979	5,980,667	-2%	-0.42%

Overall, JCPL ranks just a little below the 50th percentile (501,859) with its 465,769 electronic circulations in 2014 and is in line with the peers with the increase shown year-over-year.

Turnover

The Turnover Rate (circulations per holding or item owned) factors in the collection size. This ratio indicates how often an item in the collection was checked out by a patron, i.e. turned over. With an average turnover rate of 6.64 circulations per item for JCPL this indicator has increased from 2013 (6.25 circulations per item), and this can be seen as a result of the reduction of collection size described before (weeding). If non-interest items are taken out of the collection, the current items get checked out more. In terms of turnover, JCPL ranks 2nd highest in the national peer group and above the 75th percentile (5.94 circulations per item). While this relatively high turnover rate can reflect the relevance and popularity of the collection, it could also give an indication that not enough copies of titles, especially of high interest titles, are available.

Visits and Cardholders

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Cardholders Per Year	341,446	290,123	332,503	256,304	3%	13%
Cardholders as % of Population	62.24%	54.72%	61.89%	52.92%	1%	3%
Library Visits Per Year	2,452,635	2,501,413	2,541,642	2,493,198	-4%	0.33%
Website Visits Per Year	3,217,724	2,708,317	4,046,640	2,563,153	-20%	6%
Library Visits Per Capita	4.47	4.56	4.73	5.17	-5%	-12%

JCPL has been able to increase its cardholder percentage based on the county population by 3% from 61.89% in 2013 to 62.24% in 2014. With this result JCPL shows growth and impact on the community with the services currently offered. JCPL ranks again well above the 50th percentile (54.72%) in 2014, and is well on its way to the 75th percentile (66.87%).

The number of library visits is measured by our gate count systems based on incoming traffic. In 2014 we see a decrease of 4% from 2013 with 2,452,635 annual visits recorded. This moves JCPL slightly below the 50th percentile in 2014 (2,501,413 annual visits). On a per capita level JCPL is visited 4.47 times per community member per year. With this result we are still very close to the 50th percentile (4.56 visits per capita). So while more members of the community have signed up and are active cardholders with JCPL, we see less frequent visits in 2014. This could be a result of the growing segment of digital users that do not necessarily pay a physical visit to the library. This could also be a result of patrons visiting less frequently due to limited public service hours.

The number of website visits has gone down from 2013. With 3,217,724 patrons clicking onto the JCPL website in 2014, we are above the 50th percentile (2,708,317 clicks). We have switched to Google Analytics based data

collection to measure web usage since April 2014. For this reason JCPL will use 2014 as a baseline for future comparisons.

Program Attendance, Storytime Attendance, and Summer Reading

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Programs Per Year	7,287	5,386	5,960	4,636	22%	16%
Programs Per 1,000 Capita	13	9	11	9	20%	6%
Program Attendance Per Year	200,571	119,851	164,817	117,533	22%	2%
Program Attendance Per 1,000 Capita	366	240	307	233	19%	3%
Average Program Attendance	28	28	28	24	-0.47%	14%

JCPL offered 22% more programs in 2014 than it had in 2013, and was able to show similar growth in the attendance of these programs. In 2013, 307 people per 1,000 residents attended a JCPL library program during the year, in 2014 this number has risen to 366 which gains even greater meaning in view of the growth in population that occurred during this time. JCPL was able to carry over the average attendance rate per program of 28 attendees from 2013, which marks the 50th percentile in 2014, and is an indicator for the community's interest in the programs offered.

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Number of Storytime Programs Per Week	84	69	66	67	27%	4%
Average Storytime Attendance Per Week	2,375	1,656	1,724	1,529	38%	8%
Summer Reading Registrants Per Year	29,860	13,291	25,907	15,626	15%	-15%
Summer Reading Registrants Per 1,000 Capita	54.07	51.97	47.39	45.22	14%	15%

Storytime attendance and Summer Reading registrants are both vital parts of our programming. Storytime programs target children and families to nurture the love of reading, and Summer Reading is designed to keep everyone but especially school children reading over the summer and many throughout a lifetime. Both are about forming relationships with the library and reading.

With 84 story time programs offered per week by JCPL, we rank above the 50th percentile in 2014 (66 story times per week), and have increased this number by 27% (or 18 story times per week) by offering story times during May and August when we had not offered them during these months in 2013. Kids & Families also increased the number of story times offered at day cares and preschools. This boosted the overall program numbers of JCPL. The attendance rate for story times increased for JCPL by 38%, which is related to the increase of number of story times offered, but shows at the same time that the new offerings were well received by the community. With 2,375 children and families attending JCPL story times, our library ranks between the 50th percentile (1,656 story time attendees) and the 75th percentile (2,972 story time attendees), closer to the latter in comparison with the CO peers.

Summer Reading 2014 was very successful for JCPL. While 15% more Jefferson County community members signed up for this program in 2014, our peer group saw a 15% decrease. JCPL ranks 3rd highest in this specialty program offer within the CO peer group. On a per capita level JCPL keeps this position and marks the 75th percentile with 54.07 Summer Reading registrants per 1,000 capita.

Technology Usage

We use our CO Peer group to benchmark for technology usage.

Benchmarking Parameters	2014 JCPL	50th Percentile 2014	2013 JCPL	50th Percentile 2013	JCPL % Change 2014 vs. 2013	Peers % Change (50th Percentile) 2014 vs. 2013
Number of Public Access Internet Computers	332	322	315	308	5%	5%
Number of Public Access Computers per 1,000 Capita	0.60	0.90	0.58	0.87	4%	3%
Public Access Computers Internet Session Per Year	439,577	384,815	474,702	360,291	-7%	7%
Wireless Internet Sessions Per Year	235,194	235,194	180,954	178,577	30%	32%

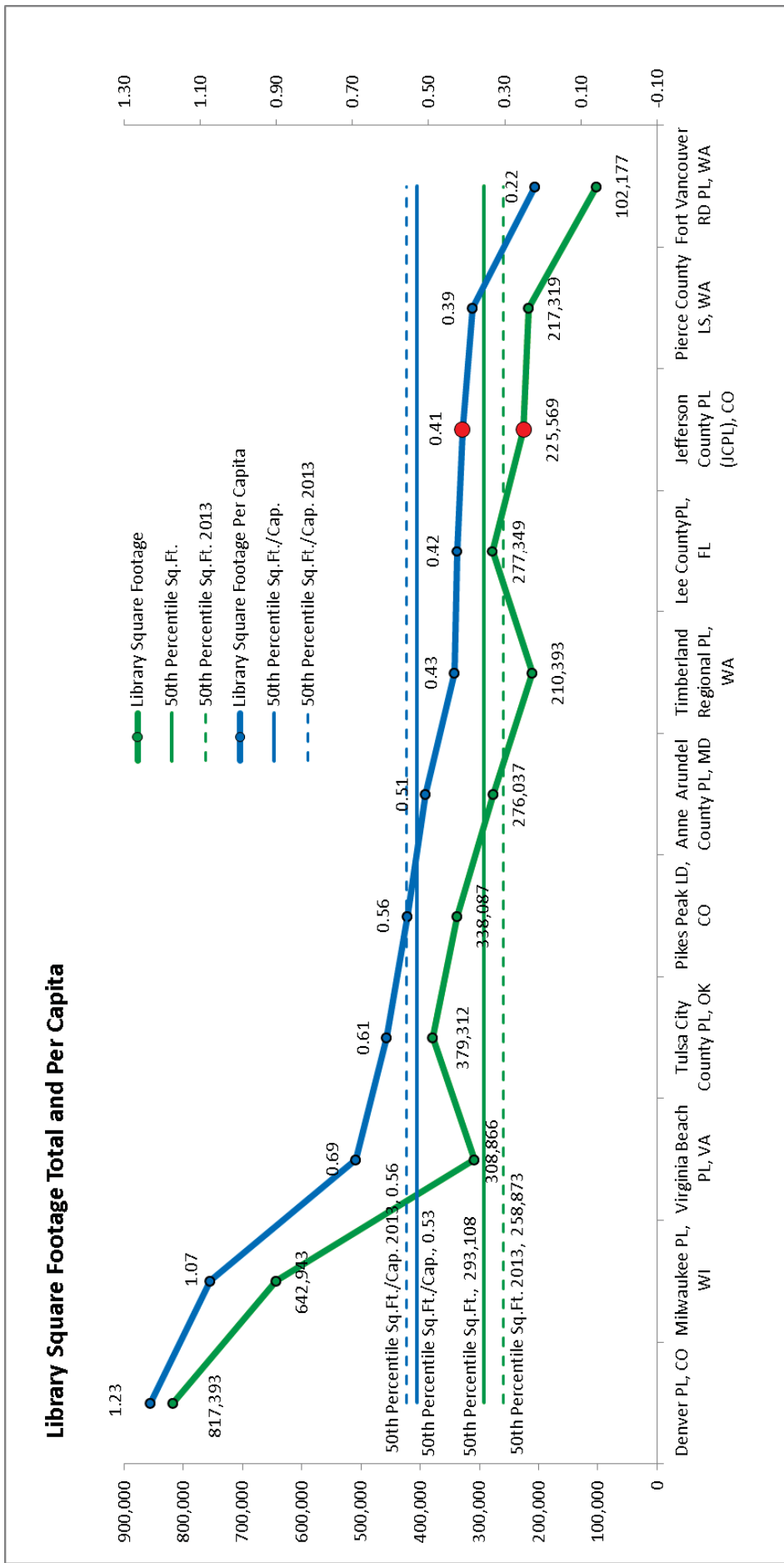
The number of computers made available to the public by JCPL (332 PC's) is 10 units above the 50th percentile (322 PC's) in 2014, but when looking at the usage of the public computers for internet sessions, we have seen a decline in usage by 7% since 2013 for JCPL, while the peer group has increased by 7%. With 439,577 internet sessions started from a public library computer at JCPL in 2014, we are however above the 50th percentile (384,815). Wireless usage has gone up by 30% from 2013 to 2014, following the trend of the CO peers. With 235,194 wireless sessions initiated by community members in the library, JCPL marks the 50th percentile of the peer group.

The data suggests that the decline in internet usage through JCPL's public computers is currently not following the industry trend. Wireless usage on the other hand is picking up strongly and follows the industry trend. In both parameters we are on or above the 50th percentile.

National Benchmarking Graphs

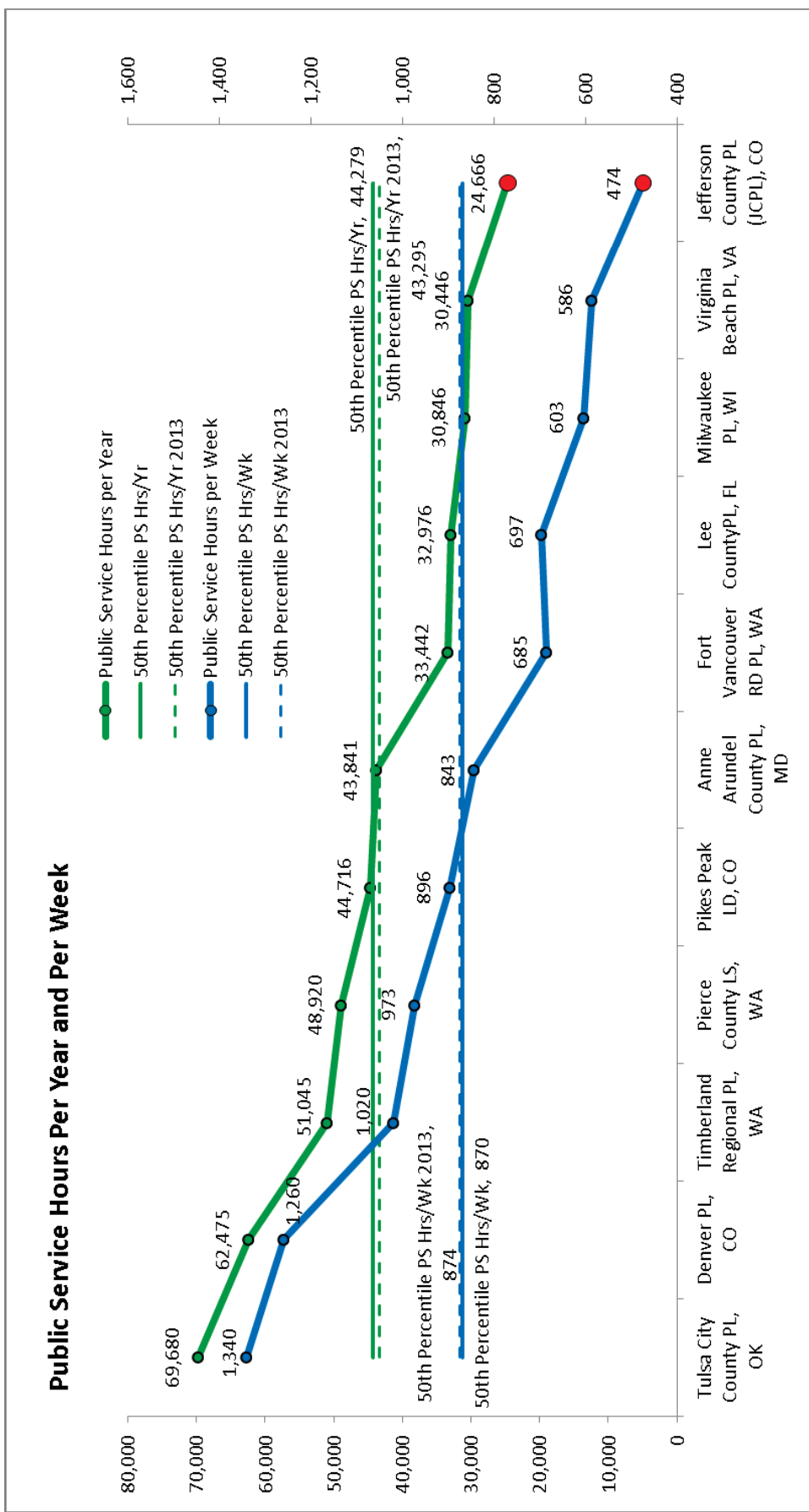
- Library Square Footage Total and Per Capita
- Public Service Hours Per Year and Per Week
- Holdings Per Year and Per Capita (Collection Size)
- Cardholders Per Year and as Percentage of Population
- Library Visits Per Year and Per Capita
- Circulation Per Year and Per Capita
- Program Attendance Per 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



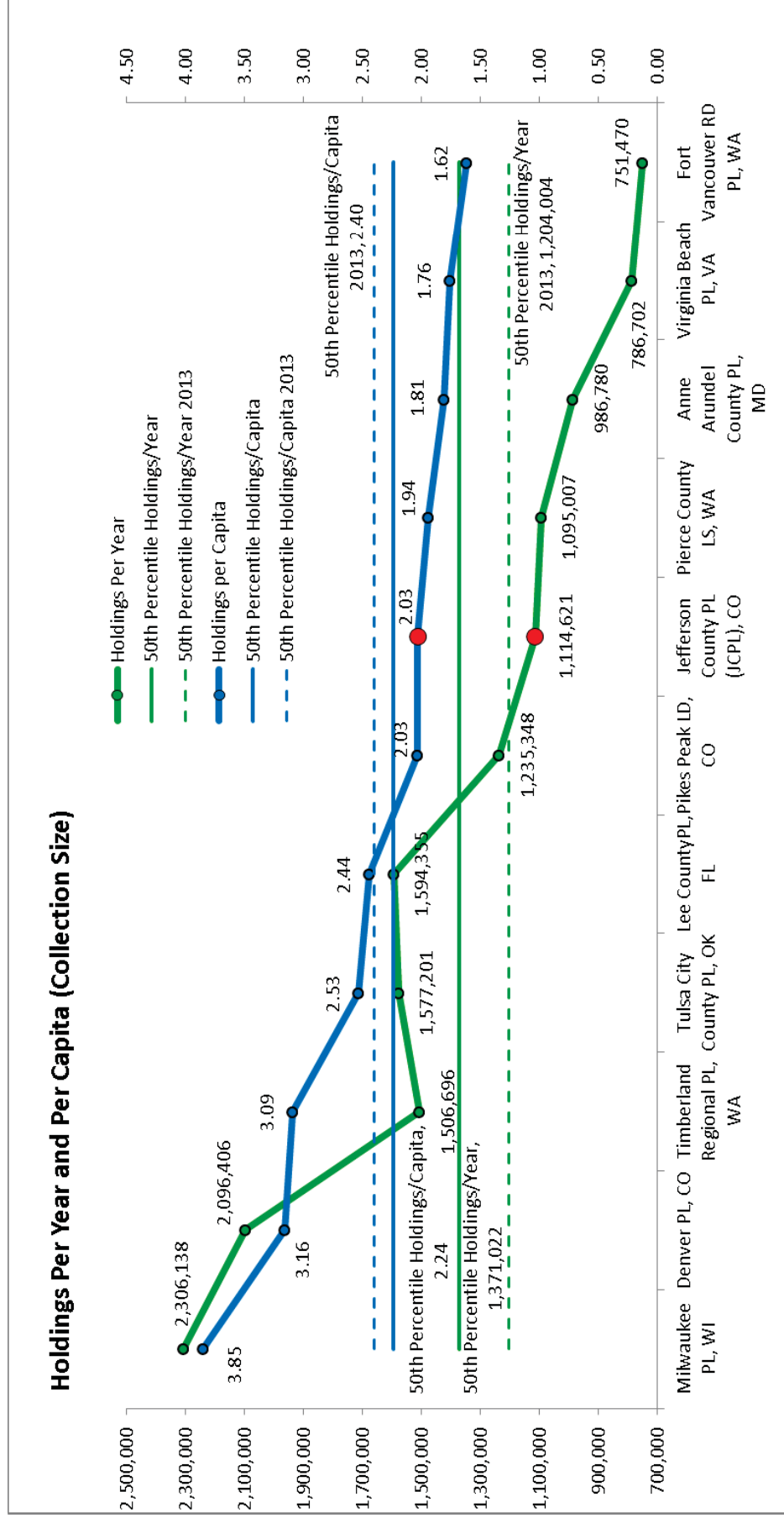
Quartile Analysis National Peers	2014				2013		% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	JCPL	50th Percentile	JCPL	50th Percentile
Library Square Footage	215,588	293,108	445,220	225,569	225,562	258,873	0.00%	13%
Library Square Footage Per Capita	0.41	0.53	0.79	0.41	0.42	0.56	-2%	-5%

Public Service Hours Per Year and Per Week



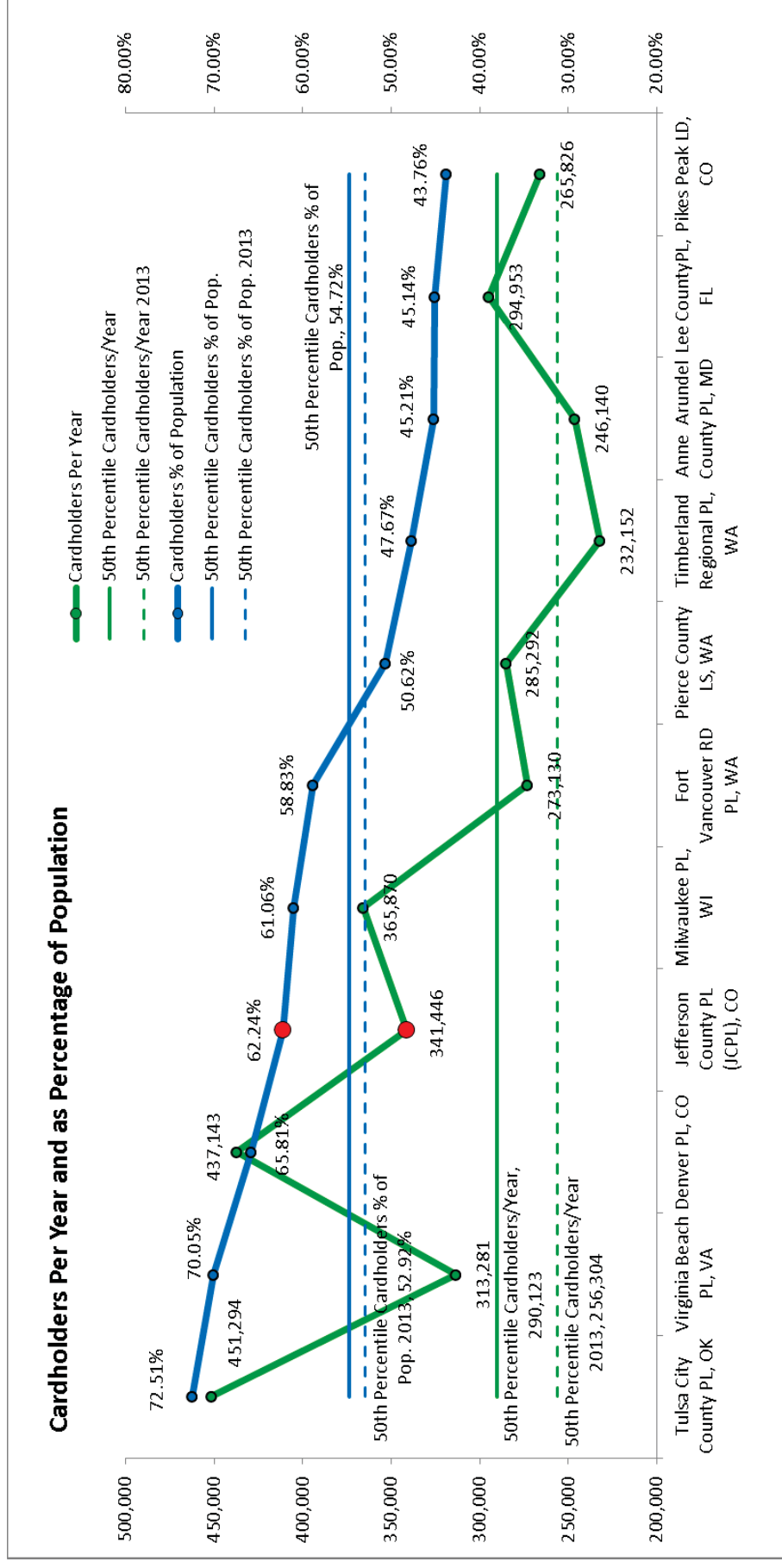
Quartile Analysis National Peers	2014			2013		% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	50th Percentile	JCPL	50th Percentile
Public Service Hours Per Year	32,444	44,279	53,903	24,565	43,295	0.41%	2%
Public Service Hours Per Week	665	870	1,080	474	874	0.07%	-1%

Holdings per Year and per Capita (Collection Size)



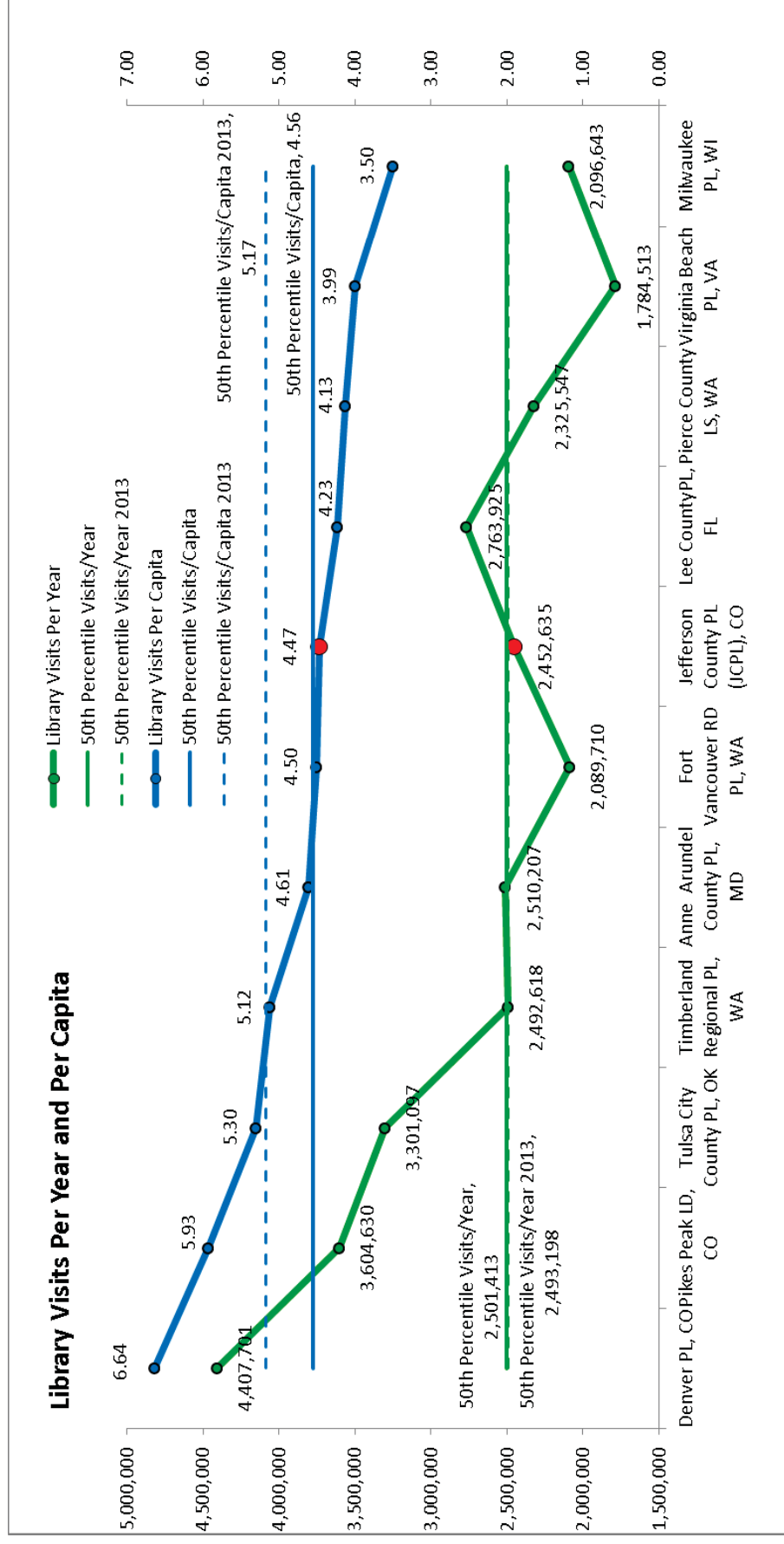
Quartile Analysis National Peers	2014			2013		% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	50th Percentile	JCPL	50th Percentile
Holdings Per Year	936,761	1,371,022	1,719,868	1,114,621	1,204,004	-8%	14%
Holdings Per Capita	1.80	2.24	3.11	2.03	2.26	-10%	-7%

Cardholders Per Year and as Percentage of Population



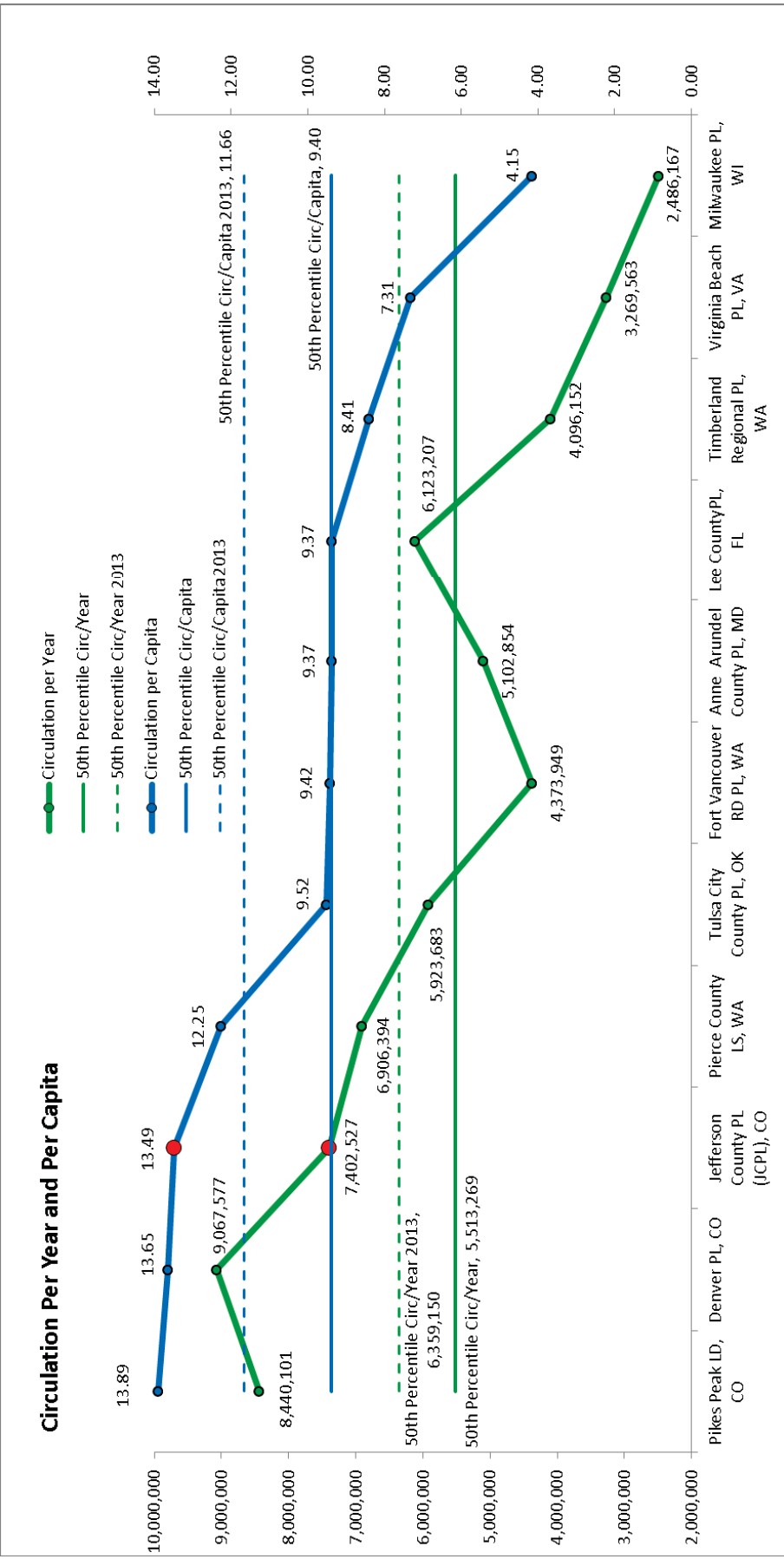
Quartile Analysis National Peers	2014				2013		% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	JCPL	50th Percentile	JCPL	50th Percentile
Cardholders Per Year	260,905	290,123	383,688	341,446	332,503	256,304	3%	13%
Cardholders as % of Population	45.19%	54.72%	66.87%	62.24%	61.89%	52.92%	1%	3%

Library Visits Per Year and Per Capita



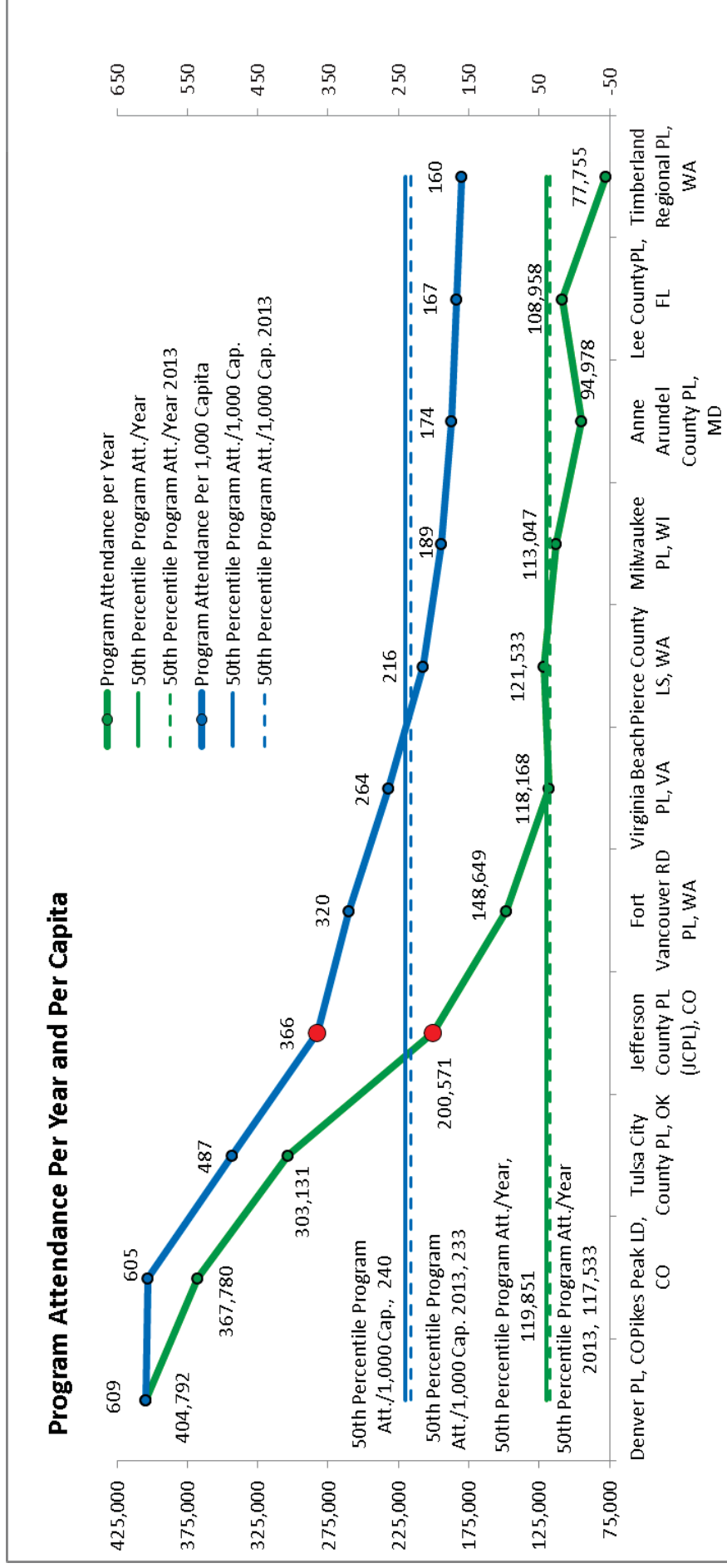
Quartile Analysis National Peers	2014			2013			% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	50th Percentile	JCPL	JCPL	50th Percentile
Library Visits Per Year	2,094,910	2,501,413	3,376,980	2,452,635	2,493,198	2,541,642	-4%	0.33%
Library Visits Per Capita	4.09	4.56	5.46	4.47	5.17	4.73	-5%	-12%

Circulation per Year and per Capita



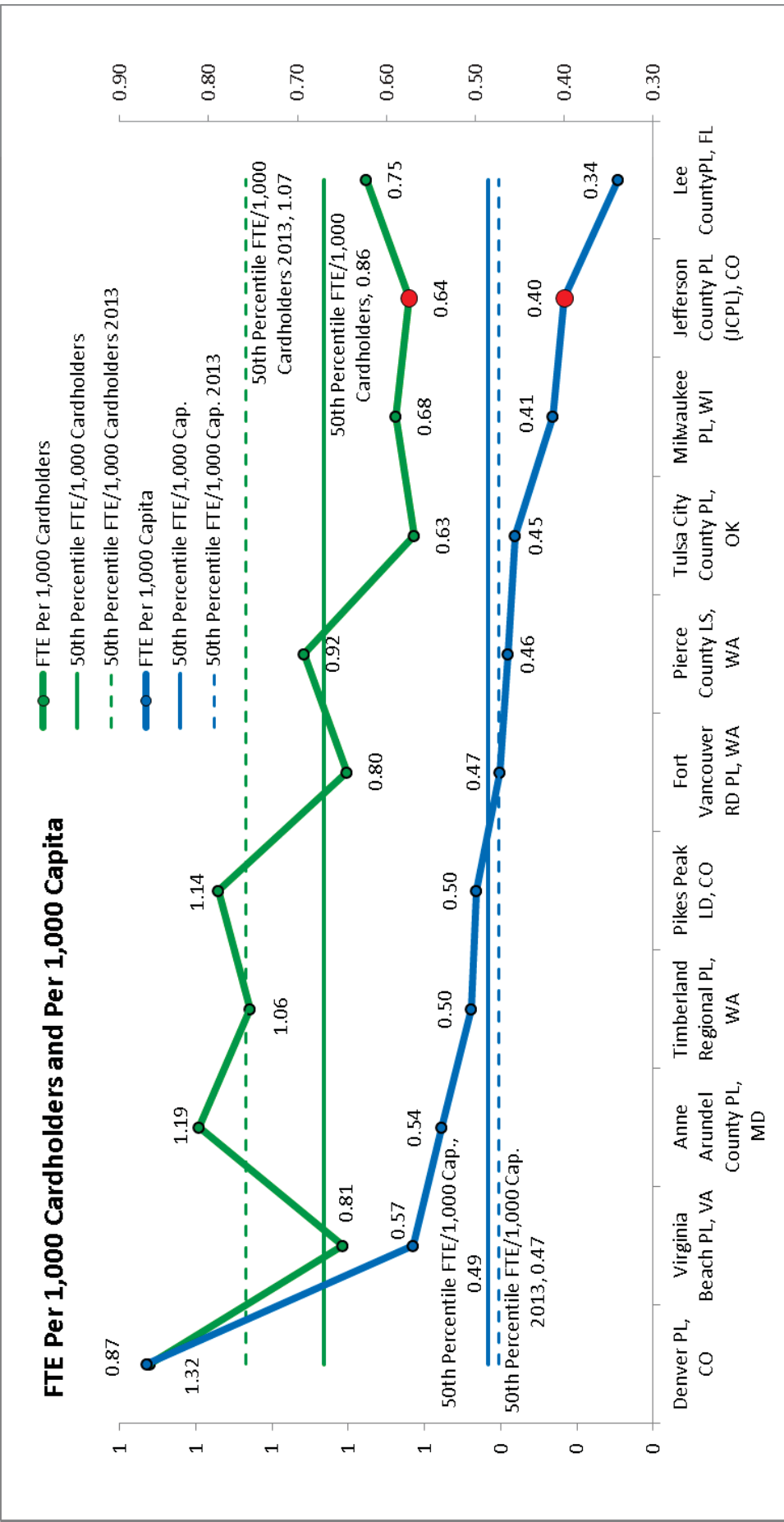
Quartile Analysis National Peers	2014			2013		% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	50th Percentile	JCPL	50th Percentile
Circulation Per Year	3,889,505	5,513,269	7,289,821	7,402,527	6,359,150	-2%	-13%
Circulation Per Capita	8.14	9.40	12.60	13.49	11.66	-4%	-19%

Program Attendance Per Year and Per 1,000 Capita



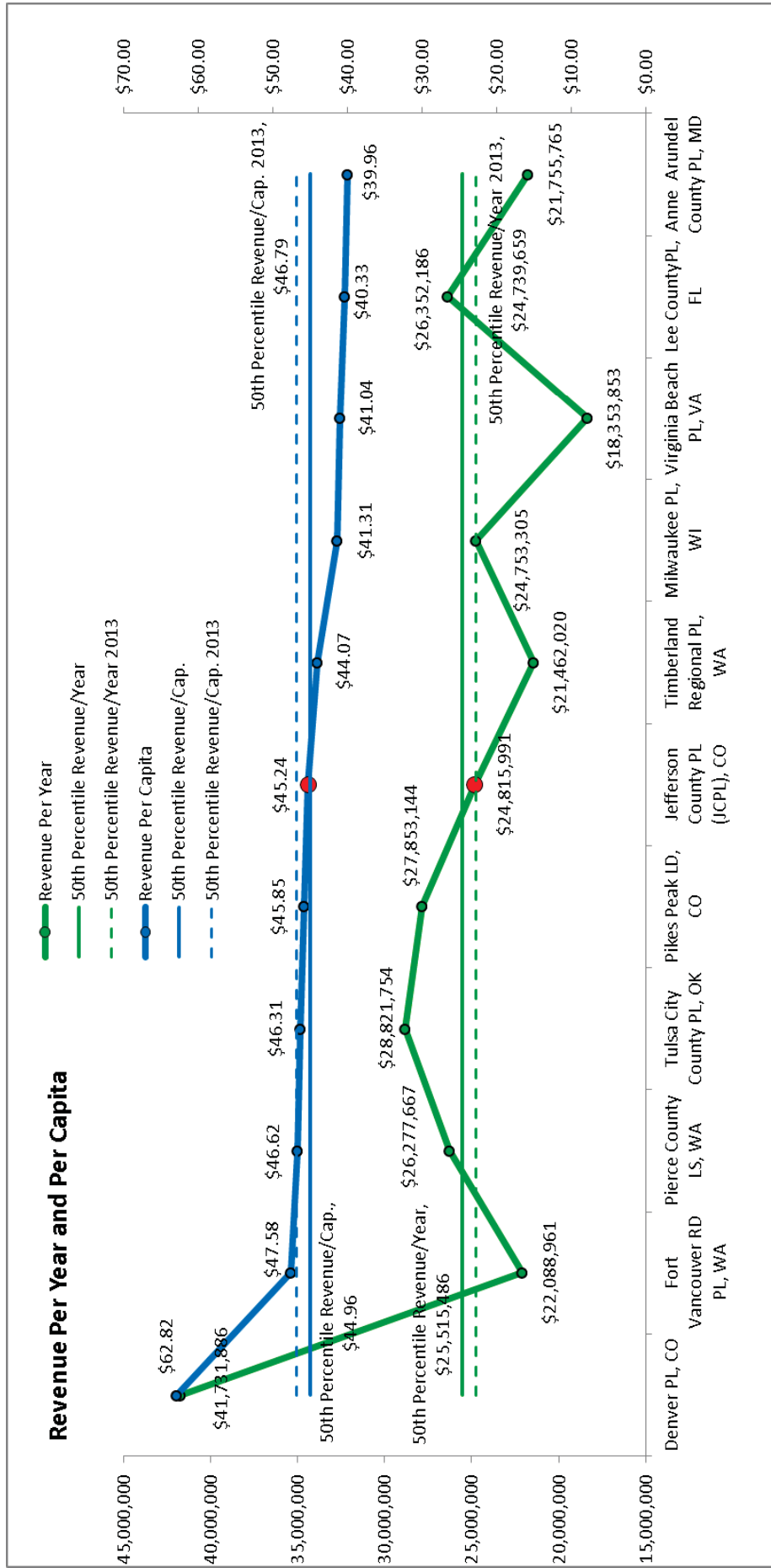
Quartile Analysis National Peers	2014				2013		% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	JCPL	50th Percentile	JCPL	50th Percentile
Program Attendance Per Year	105,463	119,851	319,293	200,571	164,817	117,533	22%	2%
Program Attendance Per 1,000 Capita	173	240	517	366	307	233	19%	3%

FTE Per 1,000 Cardholders and Per 1,000 Capita



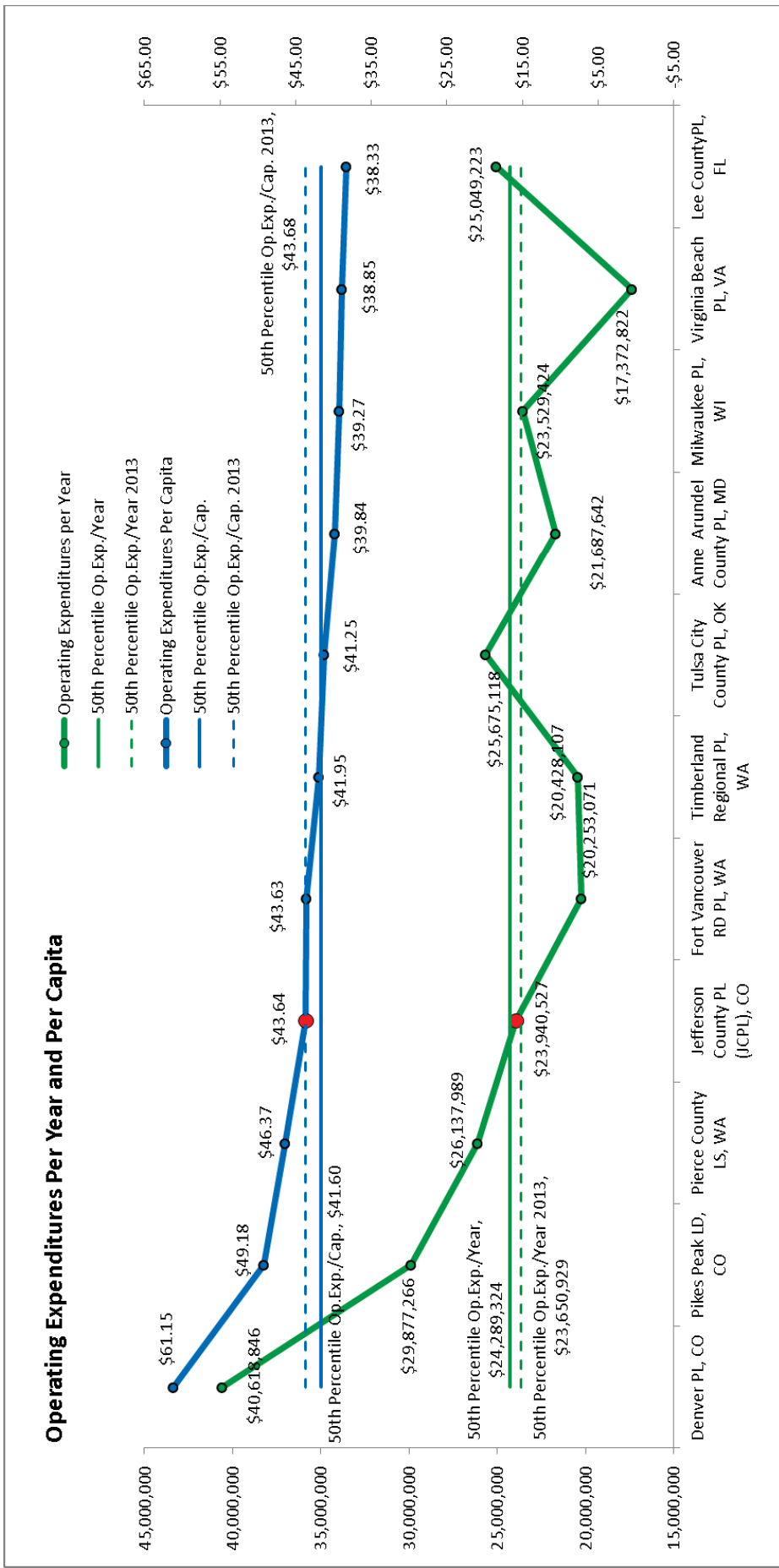
Quartile Analysis National Peers	2014			2013		% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	50th Percentile	JCPL	50th Percentile
FTE Per 1,000 Cardholders	0.73	0.86	1.15	0.64	0.66	-2%	-19%
FTE Per 1,000 Capita	0.44	0.49	0.55	0.40	0.41	-1%	3%

Revenue Per Year and Per Capita



Quartile Analysis National Peers	2014				2013			% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	JCPL	50th Percentile	JCPL	JCPL	50th Percentile
Revenue Per Year	\$21,682,329	\$25,515,486	\$28,095,297	\$24,815,991	\$24,497,310	\$24,739,659	1%	1%	3%
Revenue Per Capita	\$40.86	\$44.96	\$46.86	\$45.24	\$47.35	\$46.79	-4%	-4%	-4%

Operating Expenditures Per Year and Per Capita



Quartile Analysis National Peers	2014				2013			% Change 2014 to 2013	
	25th Percentile	50th Percentile	75th Percentile	JCPL	JCPL	50th Percentile	JCPL	JCPL	50th Percentile
Operating Expenditures Per Year	\$20,384,348	\$24,289,324	\$27,072,808	\$23,940,527	\$23,855,364	\$23,650,929	\$23,650,929	0.36%	3%
Operating Expenditures Per Capita	\$39.16	\$41.60	\$47.08	\$43.64	\$44.41	\$43.68	\$43.68	-2%	-5%

Response to Questions regarding 2016 Strategic Initiatives

1. How often do you revisit vision, mission and values? Will those be revisited this year?

The library does not have a set schedule for re-visiting the mission, vision and values statements. We intend for these to be guides for as long as they support the operations and service model of the library. When, in the judgment of the Board of Trustees and the library staff, these foundational documents have become outdated or less useful, we would go through the process that we followed last year and adopt new documents.

2. The success indicators are all fairly quantitative. Are we conducting any qualitative analysis? If not, could we look toward broadening our measurements to include some qualitative research as well? I think that strategic priorities 1 and 3 could lend themselves to this kind of analysis.

The library has a number of ways that we gather qualitative information. You may recall that the library conducted a patron satisfaction survey last year. We shared those results in a study session. We plan to do quarterly promotions of our ongoing customer survey on our website to increase participation in 2016. Qualitative feedback will be an element of the Communications Audit that will be conducted in Q2. In addition, we gather qualitative feedback in our State of the Library community meetings, through our social media, through the “Ask Us” link on the library website, through patron comment forms in our libraries, through feedback from participants in our programs, through the Executive Director’s email and the Director of Public Services’ email. We also gather qualitative data from an annual Employee Engagement Survey and from exit interviews with employees. This employee feedback informs training and organizational development initiatives. We analyze trends and themes that arise and use them to critique and modify our offerings, and to respond with quality programs and services.

3. Related to the above, could you provide some more detail around the Impact study listed under the third initiative for priority 1? Are there other instruments we could use that are widely adopted by other libraries?

Please see the document at the end of this response. JCPL is participating in all three phases described,

4. As I hope you know, I think all the outreach work you have done in the community is great. I think the linkage of the libraries’ direction to the larger community efforts is very exciting. It seems like this type of activity aligns our efforts to the larger communities on a macro level. On an individual level are we assessing the needs of individuals in the community – both patrons and non-patrons of our libraries? It seems like this type of effort would be particularly applicable to priority #1 (In reading priority#1 I realized that it doesn’t expressly mention resident’s information needs. It might be helpful to think about this priority in 2016 as assessing resident’s information needs)

The kind of assessment that you are describing is foundational to the work of our staff. It is operational and is embedded in our daily work. We assess and respond to patron needs one-on-one in our reference transactions and we address any gaps in our collection or service as a result of those transactions. We

also use our operating system , Triple I, to understand the subjects that are of highest interest in our community and we purchase them in quantity to meet patrons' needs. We look at materials that individuals borrow from other libraries on interlibrary loan and Prospector to determine if individuals are requesting things that we should have in our collection. The number of Book A Librarian bookings is "going through the roof." Our librarians learn a lot about individual needs through these meetings. Through participation on the Children and Youth Leadership Council (CYLC) and the Jefferson County Prosperity Project, we learn about individuals, individual families, their needs and how the library can help. All of the feedback from all of these sources enters into our planning and revising programs and services as we move forward. Feedback on individual's needs, suggestions and requests come in through all of the channels that are enumerated in our response to question #2 as well. The Communications Audit and our demographic survey, both of which we are conducting in 2016, will give us feedback on non-users individually and will also pinpoint areas in the County where there are opportunities to focus on citizens' needs that we are not meeting.

Jefferson County Public Library like libraries across the county is moving from reporting inputs & outputs to reporting outcomes & impacts. Currently JCPL tracks various quantitative and qualitative measures. Quantitative measures are defined by the state and other reporting agencies and include items such as circulation, visitors, programs, attendance as well as resources such as budget allocations, staffing, and hours. We also evaluate qualitative use of library services with tools such as our customer satisfaction survey, program attendee surveys, computer class evaluations and patron comment cards.

As the library field as a whole is incorporating outcome and impacts several evaluation tools have been developed specifically for libraries. These tools have been developed on a national level by experts in the field. Edge, Impact, and Project Outcome are 3 evaluation tools that each measure slightly different things. They can each be used independently, but when all three are implemented the library will have a richer and more detailed picture of its services, and its community. All three create the opportunity to benchmark against other libraries who report information, yet each has a slightly different focus.

Edge allows a library to evaluate both its technology tools and services, and make strategic decisions about areas they would like to focus on. The impact survey was created so that libraries can better understand their community and how people use public technology. Project Outcome allows the library to collect data on the impact of library services on the residents who use them.

In 2016 it is a strategic priority to implement all three of these tools. More information about each project is listed below. The information comes directly from each website, and the address is listed as well.

Edge

Edge is a groundbreaking, first-of-its-kind management and leadership tool, helping libraries create a path for the continuous growth and development of their public technology services.

Through an easy-to-use suite of tools, Edge supports libraries in making strategic decisions and identifying areas for improvement. The [Edge Toolkit](#) provides libraries an

overview of current public services and community engagement. From operations to partnerships and programming, the toolkit generates recommendations for implementing best practices to align with future growth and community priorities. It also provides useful resources to demonstrate the library's community service to community leaders.

Edge was created with the vision that all people should have opportunities to enrich and improve their lives through open access to information, communication, and technology services provided by public libraries. Led by the Urban Libraries Council, the Edge Initiative was developed by a [national coalition of leading library and local government organizations](#) and funded by the Bill and Melinda Gates Foundation.

Benefits of Using Edge

Libraries are using [Edge Benchmarks](#) to assess and improve library services. Your Edge results provide a snapshot of your current public technology services along with concrete steps to make improvements. In addition, you'll have the tools necessary to work more closely with your local leaders to address community issues. There are three key benefits for participating:

1. Assess the use of public access technology;
2. Identify specific ways to strengthen or enhance public access technology; and
3. Engage with key leaders about the role for the public library in improving communities.

Learn more about these [key benefits](#).

Edge in your Community

Since our national launch in 2014, Edge gained wide adoption by the library field with nearly 30% of public libraries in the U.S. registering for an Edge account and 20% of the nation's public libraries completing the Assessment portion of the Edge Toolkit.

Designed to Evolve to Reflect Changing Technology and Community Needs

As libraries continue to adapt to the needs of 21st century communities, Edge will support positive change through community engagement, strategic decision making, and data-driven development.

<http://www.libraryedge.org/>

Impact Study

The Impact Survey is an online survey tool designed specifically for public libraries that want to better understand their communities and how people use their public technology resources and services. Written and validated by research staff at the University of

Washington Information School, the Impact Survey is designed to quickly and easily provide busy librarians with useful data on how their patrons use library technology services. The program saves libraries the time and costs associated with writing, programming, analyzing, and reporting an in-house survey.

Know your community. Improve your technology services.

Understanding your community is essential to providing patrons with the technology services they need. The Impact Survey asks patrons about how they use library technology services like public computers, wireless networks, online resources, digital literacy training, as well as outcome oriented use in the following areas: education, employment, entrepreneurship, health wellness, e government, civic engagement, e commerce social inclusions

Library benefits

The Impact Survey empowers you to ask your community directly about the technology services they use and need. Specifically, the Impact Survey asks patrons about how they use library technology services like public computers, wireless networks, online resources, and digital literacy training, and helps gather information about how to improve those services to enable better patron outcomes

<https://impactsurvey.org/>

Project Outcome

The goal of Project Outcome is to help public libraries understand and share the true impact of essential library services and programs. While many public libraries collect data about their services and programs, what often lacking are the data to support what good they are providing their communities, such as programs serving childhood literacy, digital and technological training, and workforce development. With Project Outcome, patron attendance and anecdotal success stories are no longer the only way libraries can demonstrate their effectiveness. Developed by library leaders, researchers, and data analysts, Project Outcome is designed to give libraries simple tools and a supportive online community of library leaders to help collect and use better data about public libraries.

Background

Project Outcome is managed by the [Public Library Association](#) (PLA) and builds upon a 2013 initiative led by then-PLA president Carolyn Anthony (Director, Skokie Public Library), who established a Performance Measurement Task Force (PMTF) to [develop standardized measures](#) of effectiveness for library services and promote training and implementation tools for using the data collected. The PMTF is comprised of a diverse group of public and state library leaders, consultants, data researchers, and analysts. After a year of collecting outcome data from PLDS survey responses and conducting pilot testing in 27 libraries, the PMTF identified seven essential library service areas for Project Outcome to assess that could be easily and directly linked to improving or changing patrons' knowledge, behavior, skills/application, and awareness:

The work of the PMTF caught the eye of the [Bill & Melinda Gates Foundation](#). Their generous funding support has enabled the PLA to accelerate and expand the reach of Project Outcome. PLA is dedicated to sustaining the project's work beyond the terms of the initial grant, and aims to add Project Outcome to the long list of other successful PLA services, such as Every Child Ready to Read and Turning the Page.

How It Works

Project Outcome provides simple survey instruments and an easy-to-use process for public library staff to measure the outcomes of their library programs. To participate, public library staff start by setting goals for the outcomes they want to achieve through their programs, then choose the service areas where they want to measure outcomes. At the end of a library program or series, library staff administer patron surveys for the relevant service area and report their results in a simple online Survey Portal. Participating libraries can then see and analyze their survey results in a visually interactive Data Dashboard. Libraries are encouraged to use their data to support and promote future action – from allocating resources more efficiently, to advocating new resources more effectively, to providing support for future library funding, branch activity reports, and strategic planning. The PMTF that developed the surveys continues to improve Project Outcome and is currently developing more advanced methods, tools, and resources for measuring patrons' long-term behavioral outcomes. For the first time, public libraries, whether they are new to outcome measurement or advanced in data collection, will have free access to an aggregated set of performance measurement data and analysis tools they can use to affect change within their communities and beyond

<https://www.projectoutcome.org>

2016 Strategic Priorities

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.

Community Outcome(s):	Residents are informed, educated and engaged Residents have access to emerging and other technologies		
Success Indicator(s): (longer term)	Circulation per capita Items per capita Percent of population with a library card Percent of satisfied customers Percent of use of technology tools Percent of library use by targeted underserved populations		
Strategic Initiatives			
Goal	Initiatives	Responsibility	Measure of Success
Increase access to books, materials and services	Select and purchase additional books and materials which reflect community interests.	Collections	Q1: Begin buying to new budget Q3: Items per capita Q4: Circulation per capita
	Library 2 You Master Plan	L2Y	Q4: Begin project planning Q1 2017: Master plan recommendation
	FindIt: Participate in statewide app	DX/Comm/Collections/PS Staff Training	Q2: Train staff; Inform public; Launch on April 4th with expanded hours Q4: Circulation per capita
Increase staff training in key areas	Diversity Awareness Training	Special Populations/ERD/SMT	Q1: Project Plan complete; Implementation begins Q4: Percent of satisfied customers; Percent Library use by targeted underserved populations
	Mission, Vision, Values, Ends	SMT/CMT	Q1: MMV integrated into recruitment practices Q2: MMV integrated into trainings Q3: Training on values based decision making provided at All Staff Day
	Safety and Security	ERD	Q1: Situational Awareness training rolls out to all locations/staff. AED/CPR Training

			completed. Q 3 & 4: Workplace Safety/Active Shooter Training through County HR for new hires.
Attract, develop and retain a highly skilled and well qualified workforce	Enhance recruitment and onboarding strategies.	ERD	Q1: Job Fair event completed. New Recruitment Coordinator position integrated into ERD. NEOGOV training completed. New Hire survey and audit of County HR New Employee Orientation (NEO) completed Q2: Library orientation program refresh planning completed, proposal presented. Q3: Launch of new employee orientation program
	Redevelop and implement New Employee Orientation program (NEO). Enhance employee wellness, and recognition programs.	ERD	Q1: Recognition/wellness research and survey to staff Q2: Proposal for milestone awards/ additional recognition/All Staff Day Wellness Fair and wellness training. Q3: New employee recognition program implemented. ASD Wellness Fair and training completed Q4: New employee recognition program evaluated and wellness training/event at each location Q3: Wellness Fair/activities for ASD. Q4: New wellness initiatives developed
	Leadership Development	ERD	Q 1: Collaborate with County HR to plan new All Access Pass training program. All supervisors attend Coaching Skills training. Q2: Launch new All Access Pass training for JCPL supervisors. First cohort begins in April 2016. Next steps in Enneagram coaching plan developed for SMT and PSMT Q3: Recruitment/Onboarding Training for supervisors developed. Q4: Performance evaluation training for

			supervisors developed. Enneagram coaching expanded for SMT and PSMT to include team assessment/coaching Coaching Skills, Recruitment/Onboarding and Performance Evaluation training moves to operational for 2017.
Develop a digital resources strategy to guide long-range planning. Industry standards for technology access are assessed and addressed.	<p>Determine new patron/community needs for access re: emerging technologies, including hardware, software, electrical capacity and network requirements.</p> <p><i>Edge</i> study: technology benchmarking</p> <p><i>Impact</i> study: impact of technology and training on patrons' lives</p>	IT	<p>Q3: An actionable list of equipment and technologies; prepare priorities and potential implementations</p> <p>Q3: Install 2016 Patron and Staff Computer replacements</p> <p>Q2: Conduct survey; assemble information; communicate results</p> <p>Q2: Conduct survey; Assess baseline; evaluate results; communicate results</p>
Increase awareness of library programs and services.	<p>Budget and campaign communications</p> <p>"Bring 'em Back" campaign</p> <p>Pilot a distributed social media team and presence.</p>	<p>Communications</p> <p>Communications/PS</p> <p>Communications</p>	<p>Q1: Communicate 2016 Budget via media, Staff meetings, State of the Library Meetings</p> <p>Ongoing: Communicate service enhancements as they become available</p> <p>Q1: Order new library cards; assemble planning team; develop campaign plan and begin implementation</p> <p>April: Promote and hold special events at all libraries to welcome people to new hours; include library card signups</p> <p>Q2: Sign up at least 3,000 new cardholders during April.</p> <p>Q1: Plan presented to CMT</p> <p>Q2 and beyond: Implementation timeline established based on organizational capacity; team operational by year end.</p>

	Improved Events Calendar experience	DX/Programming/Communications	Q3: Go/No go decision; Implementation Plan Q4: Continued implementation; launch date dependent on Bibliocommons choice
	<i>Project Outcome:</i> measures benefits of library programs and services based on user reported outcomes	PS/Programming/Patron Education	Q2: First survey conducted Lib Lab programming will be the pilot phase Q3: Summer Reading (SR)evaluated using Project Outcome Q4: Results from surveys used for 2017 SR planning

2. All Jefferson County Residents have safe, convenient and inviting places to go to access information and resources and participate in community life.				
Community Outcome(s):	Residents have convenient access to physical and digital community spaces			
Success Indicator(s): (Longer term)	Per capita facility use Level of digital engagement Square feet of library space per capita Public service hours per week			
	Strategic Initiatives			
Goal	Initiatives	Responsibility	Measure of Success	
Restore open hours	Plan and implement expanded hours at all ten libraries. Recruit and onboard new staff.	PS/Communications/Facilities PS/ERD/IT/Facilities	Q1: Implement integrated communications plan; Q2-Q4: Public Service Hours per week; Per capita facility use Q1: Staff are hired and are provided initial training Q2: Staff are scheduled for new open hours	
Update facilities to enhance the patron experience	Complete facility and site improvements to address delayed maintenance	Facilities	Capital Maintenance Projects Q1: UPS Battery Replacement at AR Security System upgrade (8 locations) Facilities shop improvements Q2: Landscape improvements (all locations) EV Hillside mitigation (Engineering) BL Tree replacement Exterior lighting upgrade (all locations) Repair art base EV Lakewood EFIS repairs Indoor recycle/trash project Q3: Outdoor trash recp replacement LK drainage project EV Hillside Project (construction) Outside bench replace (SL, WR, CL)	
		Facilities	Capital Projects Q1: BL Carpet Repairs Q2: CL tree and sidewalk replacement	

		Plan for the refurbishment of the Columbine Library.	SMT	<p>Standley Lake boiler replacement WR HVAC Unit replacement Evergreen HVAC Re-cap Parking lot design/engineering Q3: LK parking lot project LSC parking lot reconstruction</p> <p>Q1: Staff input Q2: Community input meetings held; Vision of service and building program created; Owners Rep determined. Q3: RFP solicited and Design firm determined; Q4: Design completed and reviewed; Project budget and timeline finalized.</p>
		Plan new library space in South County.	SMT	<p>Q4 or Q1 2017: Vision of service and building program drafted.</p>
		Upgrade and enhance video surveillance equipment system	IT/Facilities	<p>Q4: Upgraded video servers, replaced analog cameras, additional cameras where needed</p>
Enhance digital community spaces and access	Bibliocommons		DX/Collections/IT/Comm	<p>Q2: Subcommittee determined and begins work Q3: Go/No Go decision; begin development if "Go" Q4: Continue development for April/May 2017 Launch if "Go"</p>
	Libhub/Bibframe		Collections/Comm	<p>Q2: Subcommittee determined and begins work; Go/No Go decision Q3: Development for launch if "Go" Q4: Launch if "Go"</p>

3. Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes			
Community Outcome(s):	All children are ready for school All children perform at grade-level Students graduate from high school post-secondary and workforce prepared Residents are employed Individuals and families are engaged in the community Jeffco is a thriving community for aging well Employers located in Jeffco have access to a highly skilled workforce Mature workers (60+) have viable employment opportunities Small business is stimulated through access to resources available to entrepreneurs All age groups have healthy behaviors		
	Percent of high quality early child care in Jeffco Percent of students scoring at or above proficiency on statewide kindergarten readiness assessment Percent of 3 rd graders scoring at or above proficiency on statewide reading assessment Percent of 5 th and 8 th graders scoring at or above proficiency on statewide reading, writing, and math assessments Percent of High School students graduating within 4 years Percent of students with ACT scores which meet the College Board recommendation for a high probability of college success Percent of 12 th grade students scoring at a level 3 or above on WorkKeys job readiness assessment Percent of individuals employed Number of new employers in Jeffco Percent of population volunteering within the last year Number of lifelong learning opportunities for adults 60+		
Success Indicator(s): (longer term)			
Strategic Initiatives			
Goal	Initiatives	Responsibility	Measure of Success
We continue to support early literacy.	Kindergarten readiness programs	Kids and Families	Q2: Kindergarten readiness assessment baseline determined; Program planning begins Q3: Program is initiated
	Expand early literacy storytimes.	Kids and Families	Q1: Number of new storytimes determined and scheduled; staff trained; Q4: Number of storytimes delivered
Create a plan of service for programs which reflects community interests and supports community outcomes.	Program Audit and Recalibration	Programming/Communications	Q1: Audit completed; Best practices for program planning identified; Q2: Recommendation accepted; Initial steps implemented Q4: Program attendance per 1000 served

Promote a culture of reading in Jefferson County	Refine the Summer Reading Experience	Programming/DX/Communications	Q1: In person and digital experience reflects patron feedback 1 st Half: Produce all collateral Q2: Outreach and promotions completed; staff trained Q3: Level of participation
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4. All Jefferson County residents receive maximum return on their shared investment in library services.				
Community Outcome(s)	Library services meet or exceed benchmarks of peer libraries County services are delivered efficiently and cost effectively County services are not duplicated			
Success Indicator(s)	Level of funding for library services per capita Number of partnerships with local agencies and county government			
Strategic initiatives				
Goal	Initiatives	Responsibility	Measure of Success	
Long-range planning	Update 5-year strategic plan and 10 year financial forecast	SMT	Q1: Recommendation approved by Board of Trustees by March	
	Annual Budget Preparation	Finance/CMT	Q2: Deadlines met; budget drafted; Board review and input	
	Continue to refine and implement outcomes, impacts & success measures	SMT	Q3 Board approval Q4: BCC approval	
	Ensure CMT understanding and adoption of ends, outcomes, success indicators and measures of success.	SMT	Q1: Ends, outcomes and success indicators and measures of success are reviewed and updated prior to 2017 budget cycle; SMT/Staff Meetings complete Q3: Training provided at All Staff Day	
	Develop Financial Policies	Finance	Q2: Policies adopted by Board	
Identify and improve critical IT system management	Demographic Study Planning	PS/SMT	Q4: Specifications for study determined	
	Implement Infrastructure Recommendations	IT	Q1: Install Sophos New Firewall and Core Switches Q2: New Replication Server install Q2: Install new Sierra Servers	
	Participate in implementing new County IT security standards	IT	Q-1: Security Policies published and implemented.	
Develop and implement new tools that support the work of JCPL staff in ways that are useful, productive and informative.	Complete development of a new staff intranet	DX	Q4: Project team selected; Technical and Functional requirements determined; Launch Q2 2017	
	Implement Point of Sale system	Finance/IT/PS	Q1: Golden installed in January as pilot	

	<p>Replace digital advertising software and system</p> <p>Implement new workflow ticketing system</p> <p>Investigate Records Management System options</p> <p>Asset Management Audit</p> <p>Evaluate RFID/Self Check/Security Gates requirements</p>	<p>IT/Communications</p> <p>SMT/IT</p> <p>ASU/IT/ERD/Communications</p> <p>Finance/Facilities</p> <p>IT/PS</p>	<p>Q2: Rest of libraries implemented</p> <p>Q2: Potomac Media System Replaced; staff training completed</p> <p>Q1: Evaluation of replacement system; recommendation for product</p> <p>Q2: Solution implemented for P&M, IT, Facilities, DX</p> <p>Q3: and beyond: System reviewed and evaluated for other departments' use</p> <p>Q3: Selection of project team and consultant</p> <p>Q4: Project team and consultant recommendation to SMT for implementation in 2017 – Go/No Go</p> <p>Q1: RFI/RFP: Developed and published. Select firm. Inventory completed. Results communicated to Board.</p> <p>Q2: Start project; Review requirements</p> <p>Q3: Budget requirements determined</p> <p>Q3: HR staff receives intensive NEOGOV training.</p> <p>Q4: Expand use of NEOGOV to include automated Annual Performance Evaluations OR launch updated JCPL PE tool by end of year</p> <p>4Q 15: RFP posted</p> <p>Q1: Vendor selected; project initiated</p> <p>Q2: Project complete; recommendations reported and integrated into 2017 budget;</p> <p>Q3 and ongoing: Implement recommendations as possible</p> <p>Q1&2: provide support to programming initiative; customize P&M ticketing system</p> <p>Q2: Implement new P&M ticketing system</p> <p>Q3: With PS, develop system for reviewing,</p>
<p>We streamline and improve systems and processes to maximize employee productivity</p>	<p>Performance Management Process</p> <p>Complete system-wide Communications Audit</p> <p>Enhance Promotions and Marketing Processes</p>	<p>ERD</p> <p>Communications</p> <p>Communications/PS</p>	

			approving and prioritizing P&M support initiatives Q4 and beyond: implement improvements based on communications audit and programming inputs
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