Jefferson County
PUBLIC LIBRARY

Benchmarking Study 2016

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Introduction

Jefferson County Public Library completes an annual benchmarking study to provide inputs to its strategic planning process. Its purpose is twofold:

- To demonstrate JCPL's progress against the broad goal of performing at or above the 50th percentile in key performance indicators when compared to a basket of peer libraries.
- To identify key areas of opportunity and focus in the allocation of resources going forward.

The Benchmarking Study 2016 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 collects information on finances, library service resources and usage, as well as technology on an annual basis. This 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 2016 over 1,494 US and Canadian libraries completed the PLDS survey. A comparative group of benchmarking peers has been selected in order to obtain relevant benchmarking data for JCPL, including JCPL's two most comparative local libraries, Pikes Peak Library District, and Denver Public Library in Colorado.

This report uses 2016 annual library data for benchmarking. JCPL's performance indicators are benchmarked against a comparative peer group by evaluating JCPL's rank and deviation from the median (50th percentile) within the comparison group. Change over time is evaluated by using historic data from PLDS. A short-term evaluation for 2015 to 2016 is used to evaluate the effect of the resource allocations and investments by JCPL following the successful passing of the mill levy in 2015 and JCPL's concomitant budget increase. This short-term change is illustrated in the tables provided throughout the report. Comparison to the median is used for benchmarking, and the 75th percentile is shown in graphs and tables as a longer-term perspective to where JCPL strives to be going forward. When the mill levy passed in 2015 it changed the financial landscape for JCPL for 2016, the peer group changed accordingly with JCPL, allowing for dynamic and meaningful benchmarking with comparative peers.

Peer selection

As in previous years, JCPL's peer group was selected on population size and revenue per capita, allowing for a 20 percent +/- deviation range from JCPL's annual values for benchmarking. For 2016, thirteen peers for comparison resulted from the selection process. As in past years JCPL's two most comparative local libraries, Pikes Peak Library District and Denver Public Library, are part of the benchmarking group, which allows for comparison with libraries local to Colorado.

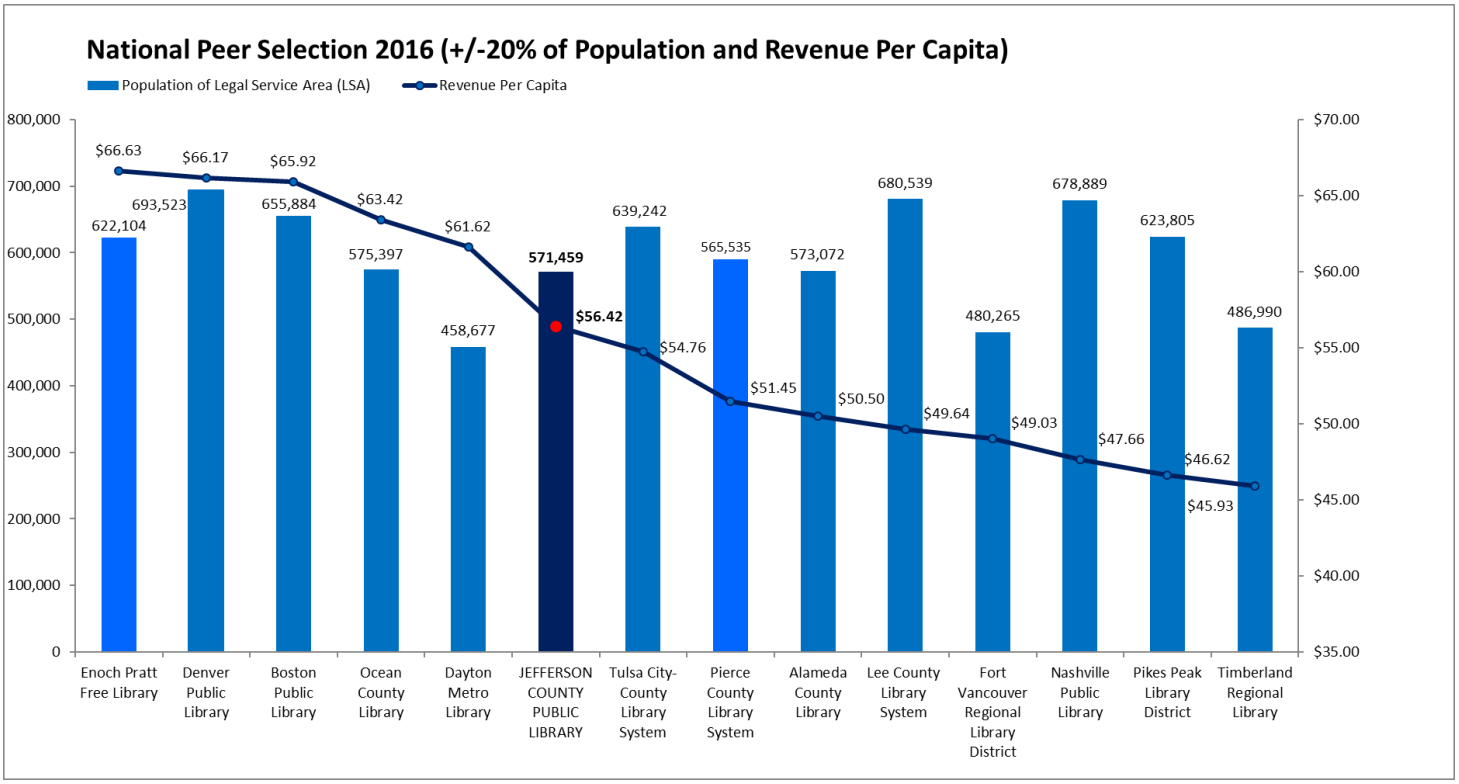
For the purpose of this study the selection criteria "population" is defined as the number of people residing in the Legal Service Area (LSA) of the library. For JCPL this represents Jefferson County. Various measurements are based on population and calculated per capita or per 1,000 capita to factor in population size and growth when evaluating annual counts and use parameters. The selection criteria "revenue per capita" refers to the funds received for operating the libraries, broken down to reflect the available budget per county resident.

Since reporting in PLDS is voluntary, and entries can be done in full or in part, the available pool of libraries for benchmarking and completeness of their data sets are contingent upon the number of libraries reporting annually and upon the quality of data submitted.

Peer group

The benchmarking peers including JCPL were determined within the range of

- **Population LSA +/- 20 percent of JCPL's (571,459 in 2016)**
- **Revenue per capita +/-20 percent of JCPL's ($56.42 in 2016)**



Fourteen national peers were selected for comparison in 2016 including JCPL. The table below shows them sorted by state, with JCPL's rank within the peer group calculated at the bottom for each selection parameter. The placement in the 2016 peer group shows JCPL in the upper range of revenue per capita, and in the lower range of the group in population size. Peers that are new for 2016 are highlighted in a shade of grey in the table below.

2016 National Peers for Benchmarking (14)		Selection Criteria	
	(sorted by state)	+/-20% of JCPL	+/-20% of JCPL
State	Location	Operating Revenue Per Capita	Population Size (LSA)
CA	ALAMEDA COUNTY LIBRARY	$50.50	573,072
CO	DENVER PUBLIC LIBRARY *(added as local BM partner)*	$66.17	693,523
CO	JEFFERSON COUNTY PUBLIC LIBRARY	$56.42	571,459
CO	PIKES PEAK LIBRARY DISTRICT	$46.62	623,805
FL	LEE COUNTY LIBRARY SYSTEM	$49.64	680,539
MA	BOSTON PUBLIC LIBRARY	$65.92	655,884
MD	ENOCH PRATT FREE LIBRARY	$66.63	622,104
NJ	OCEAN COUNTY LIBRARY	$63.42	575,397
OH	DAYTON METRO LIBRARY	$61.62	458,677
OK	TULSA CITY-COUNTY LIBRARY SYSTEM	$54.76	639,242
TN	NASHVILLE PUBLIC LIBRARY	$47.66	678,889
WA	FORT VANCOUVER REGIONAL LIBRARY DISTRICT	$49.03	480,265
WA	PIERCE COUNTY LIBRARY SYSTEM	$51.45	589,540
WA	TIMBERLAND REGIONAL LIBRARY	$45.93	486,990
	JCPL Rank	6	11
	new in 2016		

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

- **CO – DENVER PUBLIC LIBRARY**
  Included as a valuable local partner for comparison despite being slightly outside of the upper range of the population defined, and has been used consistently since 2012 for benchmarking.

The following peers are new in 2016.

- **CA – ALAMEDA COUNTY LIBRARY**
- **MA – BOSTON PUBLIC LIBRARY**
- **MD – ENOCH PRATT FREE LIBRARY**
- **NJ – OCEAN COUNTY LIBRARY**
- **OH – DAYTON METRO LIBRARY**
- **OK – TULSA CITY-COUNTY LIBRARY SYSTEM**

The following peers from 2015 fell outside of the defined selection range for 2016 and were consequently excluded.

- **MD – ANNE ARUNDEL COUNTY PUBLIC LIBRARY**
  Outside of the defined revenue per capita range (too low).
- **WI – MILWAUKEE PUBLIC LIBRARY**
  Outside of defined revenue per capita range (too low).

Methodology

This report presents benchmarking data and information in narrative form with supporting tables, as well as graphs which are located in the appendix. The data used for benchmarking is based on the fiscal year 2016 providing the most current information. Historic data is used for trend evaluation and is available for most parameters. The benchmarking data used originates from the PLDS database, which had submissions from over 1,494 public libraries in the US and Canada in 2016. A total peer group of fourteen libraries, including JCPL, was selected after applying the selection criteria.

For the purpose of obtaining a quick benchmarking point, JCPL is ranked within the peer group for every benchmarking parameter as illustrated in the table below.

JCPL Ranking against peers	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	Above 50th Percentile						Close to Median		Below 50th Percentile					

Within the peer group of fourteen, if ranked 1-6, JCPL would mark above the 50th percentile, while if ranked 9-14, JCPL would mark below the 50th percentile. The 7-8 rankings are closest to the 50th percentile. The value in between 7 and 8 represent the median, also referred to as the 50th percentile, or the point in the data where 50% of the data fall below this point, and 50% fall above it.

In this report JCPL is benchmarked against the median, which JCPL strives to meet or surpass. A short-term evaluation for 2015 to 2016 is used to evaluate the effect of the resource allocations and investments by JCPL following the successful passing of the mill levy in 2015 and the resulting increased budget. This short-term change is illustrated in the tables provided throughout the report, for JCPL and the median, and color coded green for “trend up” and red for “trend down”. This allows for a quick comparison of whether JCPL follows or deviates from the peers’ trend. The data tables provided focus at showing correlations between two or more parameters.

Graphs are included in both the body of the report and in the appendix for some key performance indicators. The graphs focus on visualizing single parameters in a clear benchmark snapshot for the year 2016. The 50th and 75th percentiles are used in the graphs to illustrate proximity of JCPL to both. The 75th percentile represents the value below which 75 percent of peers mark. Meeting the 75th percentile is JCPL’s long-term goal. With some parameters we are already well placed in 2016.

Annual counts are displayed against their per capita ratios for many parameters, as their combination will show whether annual counts can sustain population growth, and hence 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 table

2016 Benchmarking summary table

2016 Benchmarking Parameters	Alameda County Library 2016	Boston Public Library 2016	Dayton Metro Library 2016	Denver Public Library 2016	Enoch Pratt Free Library 2016	Fort Vancouver Regional Library District 2016	Lee County Library System 2016	Nashville Public Library 2016	Ocean County Library 2016	Pierce County Library System 2016	Pikes Peak Library District 2016	Timberland Regional Library 2016	Tulsa City-County Library System 2016	JCPL 2016	JCPL Ranking (descending) 2016	JCPL 2016	JCPL 2015	JCPL 2014	JCPL 2013	25th Percentile 2016	50th Percentile 2016	75th Percentile 2016	Δ JCPL vs. Median (2016)	% Δ JCPL vs. Median (2016)	% Δ JCPL (2016 vs 2015)	% Δ Median (2016 vs 2015)
Population of Legal Service Area (LSA)	573,072	655,884	458,677	693,523	622,104	480,265	680,539	678,889	575,397	589,540	623,805	486,990	639,242	571,459	11	571,459	565,535	548,557	537,219	571,862	605,822	651,724	-34,363	-6%	1%	1%
Cardholders Per Year	386,891	323,789	377,076	473,293	293,908	283,373	285,300	363,878	238,889	334,362	259,989	235,314	399,275	361,881	6	361,881	350,433	341,446	332,503	283,855	329,076	373,777	32,806	10%	3%	11%
Cardholders as % of Population	67.51%	49.37%	82.21%	68.24%	47.24%	59.00%	41.92%	53.60%	41.52%	56.72%	41.68%	48.32%	62.46%	63.33%	4	63.33%	61.96%	62.24%	61.89%	47.51%	55.16%	63.11%	8.17%	15%	2%	12%
Square Miles of LSA	572	48		155	88	4,200	1,212	502	636	1,800	2,070	7,000	587	777	6	777	777	777	777	502	636	1,800	141	22%	0%	-48%
Population Density (Population Per Square Mile)	1,002	13,664		4,474	7,069	114	562	1,352	905	328	301	70	1,089	735	8	735	728	706	691	328	905	1,352	-169	-19%	1%	62%
Number of Library Branches	9	25	20	25	21	14	14	20	21	20	13	27	25	10	13	10	10	10	10	14	20	24	-10	-50%	0%	33%
Number of Bookmobiles	1	0	2	2	2	2	1	0	0	0	3	0	3	1	7	1	1	1	1	0	1	2	0	0%	0%	0%
Library Square Footage (main and branches)	277,278	1,316,680	441,727	844,366	572,278	102,177	291,360	552,516	388,302	217,824	340,262	210,393	501,277	220,907	11	220,907	225,569	225,569	225,562	235,000	364,282	539,706	-143,375	-39%	-2%	31%
Library Square Footage Per Capita	0.48	2.01	0.96	1.22	0.92	0.21	0.43	0.81	0.67	0.37	0.55	0.43	0.78	0.39	12	0.39	0.40	0.41	0.42	0.43	0.61	0.89	-0.22	-37%	-3%	41%
Public Service Hours Per Year (actual open hours)	17,628	57,368	61,456	66,064	41,291	35,224	33,862	44,753	54,460	51,899	44,696	53,040	69,056	28,852	13	28,852	24,192	24,666	24,565	36,741	48,326	56,641	-19,474	-40%	19%	5%
Public Service Hours Per 1,000 Capita (actual open hours)	31	87	134	95	66	73	50	66	95	88	72	109	108	50	12	50	43	45	46	66	80	95	-30	-37%	18%	N/A
Public Service Hours Per Branch (actual open hours)	1,959	2,295	3,073	2,643	1,966	2,516	2,419	2,238	2,593	2,595	3,438	1,964	2,762	2,885	3	2,885	2,419	2,467	2,457	2,252	2,555	2,732	331	13%	19%	N/A
Collection Size Per Year	1,116,232	15,890,923		1,825,008	2,180,423	718,570	1,741,312	2,509,812	1,318,607	1,461,798	1,043,647		1,245,589	1,067,295	10	1,067,295	981,733	1,114,621	1,215,004	1,103,998	1,390,203	1,913,862	-322,908	-23%	9%	-14%
Collection Size Per Capita	1.95	24.23	N/A	2.63	3.50	1.50	2.56	3.70	2.29	2.48	1.67	N/A	1.95	1.87	10	1.87	1.74	2.03	2.26	1.93	2.39	2.85	-0.52	-22%	8%	0.11%
Website Visits Per Year	2,505,699	9,423,893		13,002,172	2,246,238	1,626,043	1,350,136	28,382,598	1,368,553	1,938,500	4,385,933	1,843,051	2,523,904	3,051,196	5	3,051,196	2,848,152	3,217,724	4,046,640	1,843,051	2,505,699	4,385,933	545,497	22%	7%	-14%
Library Visits Per Year	5,010,849	3,540,693	2,448,940	4,259,373	1,697,153	1,587,539	2,652,588	3,340,550	2,318,589	2,203,898	3,416,293	2,382,190	2,629,272	2,628,734	8	2,628,734	2,458,315	2,452,635	2,541,642	2,334,489	2,629,003	3,397,357	-269	-0.01%	7%	3%
Library Visits per Capita	8.74	5.40	5.34	6.14	2.73	3.31	3.90	4.92	4.03	3.74	5.48	4.89	4.11	4.60	8	4.60	4.35	4.47	4.73	3.93	4.75	5.38	-0.15	-3%	6%	4%
Visits per Public Service Hour	284	62	40	64	41	45	78	75	43	42	76	45	38	91	2	91	102	99	103	42	53	76	38	71%	-10%	N/A
Circulation Per Year	6,032,373	4,913,853	5,952,160	9,323,082	1,094,035	3,606,182	7,402,890	5,371,115	4,225,097	6,425,149	7,688,274	3,910,619	4,714,070	7,900,913	2	7,900,913	7,202,744	7,402,527	7,589,979	4,347,340	5,661,638	7,158,455	2,239,276	40%	10%	5%
Circulation Per Capita	10.53	7.49	12.98	13.44	1.76	7.51	10.88	7.91	7.34	10.90	12.32	8.03	7.37	13.83	1	13.83	12.74	13.49	14.13	7.50	9.28	11.97	4.55	49%	9%	-4%
Circulation Per Item in the Collection (Turnover)	5.40	0.31	0.00	5.11	0.50	5.02	4.25	2.14	3.20	4.40	7.37	0.00	3.78	7.40	1	7.40	7.34	6.64	6.25	0.91	4.02	5.09	3.38	84%	1%	-14%
Circulation Per Cardholder	15.59	15.18	15.79	19.70	3.72	12.73	25.95	14.76	17.69	19.22	29.57	16.62	11.81	21.83	3	21.83	20.55	21.68	22.83	14.86	16.20	19.58	5.63	35%	6%	-11%
Circulation Per Public Service Hour	342	86	97	141	26	102	219	120	78	124	172	74	68	274	2	274	298	300	309	80	111	164	163	146%	-8%	N/A
Programs Per Year	8,975	12,363	9,431	23,219	8,571	6,064	3,892	11,783	12,663	4,493	14,219	2,486	6,345	9,877	6	9,877	7,788	7,287	5,960	6,134	9,203	12,218	674	7%	27%	72%
Programs Per 1,000 Capita	16	19	21	33	14	13	6	17	22	8	23	5	10	17	7	17	14	13	11	11	16	20	1	5%	26%	83%
Program Attendance Per Year	230,261	228,959	241,017	431,149	149,738	135,838	104,556	359,827	238,892	118,122	263,528	61,405	307,102	232,512	7	232,512	208,354	200,571	164,817	139,313	231,387	257,900	1,126	0.49%	12%	78%
Program Attendance Per 1,000 Capita	402	349	525	622	241	283	154	530	415	200	422	126	480	407	7	407	368	366	307	251	404	466	3	1%	10%	46%
Average Program Attendance	26	19	26	19	17	22	27	31	19	26	19	25	48	24	8	24	27	28	28	19	24	26	-1	-2%	-12%	-8%
Programs Per Library Branch	997	495	472	929	408	433	278	589	603	225	1,094	92	254	988	3	988	779	729	596	311	483	847	505	104%	27%	N/A
Total Paid Staff Hours	443,352	16,709	647,400	1,343,742	687,332	467,480	480,480	660,067	848,145	567,255	625,782	520,790	637,052	508,300	10	508,300	460,331	456,295	453,187	487,435	596,518	656,900	-88,218	-15%	10%	11%
FTE (Full Time Equivalent) Per Year	213	9	311	646	361	225	231	317	466	273	301	250	306	244	10	244	221	219	218	234	287	316	-42	-15%	10%	10%
FTE Per 1,000 Capita	0.37	0.01	0.68	0.93	0.58	0.47	0.34	0.47	0.81	0.46	0.48	0.51	0.48	0.43	11	0.43	0.39	0.40	0.41	0.44	0.47	0.56	-0.05	-10%	9%	-4%
Revenue Per Year	$28,941,008	$43,233,932	$28,265,298	$45,893,744	$41,448,900	$23,545,135	$33,781,817	$32,355,874	$36,492,832	$30,332,788	$29,084,604	$22,365,199	$35,003,968	$32,244,512	8	$32,244,512	$24,975,800	$24,815,991	$24,497,310	$28,976,907	$32,300,193	$36,120,616	-$55,681	-0.17%	29%	14%
Revenue per Capita	$50.50	$65.92	$61.62	$66.17	$66.63	$49.03	$49.64	$47.66	$63.42	$51.45	$46.62	$45.93	$54.76	$56.42	6	$56.42	$44.16	$45.24	$47.35	$49.18	$53.11	$62.97	$3.32	6%	28%	15%
Operating Expenditures Per Year	$29,560,290	$51,124,884	$29,114,961	$45,496,781	$41,014,181	$22,834,906	$27,491,412	$31,901,365	$34,902,312	$29,622,111	$26,945,890	$21,679,955	$26,724,271	$26,306,849	12	$26,306,849	$24,112,944	$21,299,925	$23,516,718	$26,779,676	$29,337,626	$34,152,075	-$3,030,777	-10%	9%	16%
Operating Expenditures Per Capita	$51.58	$77.95	$63.48	$65.60	$65.93	$47.55	$40.40	$46.99	$60.66	$50.25	$43.20	$44.52	$41.81	$46.03	10	$46.03	$42.64	$38.83	$43.77	$44.90	$48.90	$62.77	-$2.80	-6%	8%	12%
Staff Expenditures	$16,766,519	$32,145,304	$19,373,949	$34,917,153	$27,010,461	$14,411,431	$13,133,993	$18,248,914	$26,336,733	$20,337,731	$16,032,965	$15,510,576	$16,856,012	$15,371,707	12	$15,371,707	$13,442,148	$13,104,625	$13,531,330	$15,641,173	$17,552,463	$24,836,983	-$2,180,756	-12%	14%	7%
% Staff Expenditures (of Operating Expenditures)	56.72%	62.88%	66.54%	76.75%	65.86%	63.11%	47.77%	57.20%	75.46%	68.66%	59.50%	71.54%	63.07%	58.43%	11	58.43%	56.06%	61.52%	57.54%	58.70%	63.09%	68.13%	-4.66%	-7%	4%	-8%
Material Expenditures	$4,006,696	$4,347,854	$3,283,526	$5,422,377	$3,130,626	$3,499,523	$4,681,985	$5,350,752	$3,314,696	$3,770,388	$4,419,262	$3,467,309	$3,576,811	$5,816,450	1	$5,816,450	$3,433,873	$3,337,282	$3,171,195	$3,475,363	$3,888,542	$4,616,304	$1,927,908	50%	69%	0.48%
Materials Expenditures (as % of Operating Expenditures)	13.55%	8.50%	11.28%	11.92%	7.63%	15.33%	17.03%	16.77%	9.50%	12.73%	16.40%	15.99%	13.38%	22.11%	1	22.11%	14.32%	15.67%	13.48%	11.44%	13.47%	16.30%	8.64%	64%	54%	-7%

Executive summary

In 2016, Jefferson County Public Library (JCPL) saw a substantial increase in revenue, due to the successful passing of a mill levy initiative in November 2015. This revenue increase gave JCPL additional resources to restore and support library services and resulted in changes to our peer group (based on the selection parameter of revenue per capita).

This benchmarking study measures and evaluates how Jefferson County Public Library (JCPL) has invested their funds in facilities, staff, and materials in 2016, and how the strategic investments are reflected by the use of the library by the community in the main library key performance indicators; visits, circulations, and program attendance. For comparison to the industry, a number of performance indicators were benchmarked against comparative library peer data.

2016 Benchmarking data supports the 2017 Strategic Plan Scorecard which was created based on the 2016 data JCPL supplied to the Public Library Data Service (PLDS). Graphs are provided in the appendix to illustrate all Library Benchmark Measures with the exception of eMaterials/capita as it is not part of the PLDS database.

JEFFERSON COUNTY PUBLIC LIBRARY
2017 Strategic Plan Scorecard

Jefferson County PUBLIC LIBRARY

PUBLIC LIBRARY MEASURES

Edge Initiative, Impact Survey, and PLA Project Outcome are three evaluation tools developed on a national level by experts in the library field. Each measures something unique. When they are combined, they give the library a more complete picture of their impact on the community and allows the library to benchmark itself against other libraries who participate with these tools.

- **Edge Initiative** is a tool that measures what technology resources JCPL offers and how we compare to other libraries.
- **Impact Survey** asks our residents how they use library technology and digital resources and what their needs are.
- **PLA Project Outcome** asks if participating in a library program or service has changed a behavior or if a customer has learned something.

Counting Opinions Customer Satisfaction Survey Solution was specifically developed for public libraries. JCPL offers this survey 365 days a year, and tracks performance and comments biannually.

LIBRARY BENCHMARK MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET	2015 PERCENTILES* 50TH	75TH
Circulation/capita	12.74	13.83	13.50**	9.66	12.30
eMaterials/capita	0.13	0.19	0.21	n/a***	n/a***
Program attendance/1000 capita	368	407	407**	277	474
Square footage/capita	0.40	0.39	0.39	0.43	0.95
Public Service hours/1000 capita	42.78	50.49	TBD	72.55	92.02
FTEs/1000 capita	0.39	0.43	0.43	0.49	0.52

PUBLIC SECTOR INDUSTRY MEASURE	2015 ACTUAL	2016 ACTUAL	2017 TARGET
Staff turnover	15.15%	11.54%	average %****
% uptime/IT systems			98%
% bandwidth utilization			50% - 79%
Technology replacement cycles			4-7 years
% uptime Facilities operations			98%

* Latest available data ** Reflects Columbine closure *** Reflects recent change to definition **** MSEC Personnel Plus Survey

- **Market Penetration**

JCPL demonstrates a high level of market penetration compared to peers, and ranked 4th highest in Cardholders as a percentage of population. Library services offered are well received as reflected in all use parameters, i.e. visits, circulation, and program attendance. Having a very engaged relationship with its community, JCPL marked above the 75th percentile in this essential parameter.

- **Access to library service**

The first measure evolving from the successfully passed mill levy, was to keep JCPL's promise to the public and to restore public service open hours to pre-recession hours as of April 2016. The expanded hours were taken up by the community enthusiastically, and the implications and success of this fundamental measure are illustrated throughout this report, which will show that convenient hours and extended service offerings make JCPL a very busy place.

- **Revenue and expenditures**

JCPL had the 6th highest revenue per capita in the peer group, and rose above the median in 2016. JCPL moved from being in the lower range of revenue among peers in previous years positioning above the median of the current comparison group.

JCPL's operating expenditures were scheduled conservatively, with JCPL spending 10 percent less than the median of the peer group in 2016. Staff expenditures reflected the additional hire of FTEs for the expanded public service hours. Despite investing 14 percent more in staffing in 2016 versus 2015, JCPL still marked below the peer group median (63 percent). With 58 percent of operating expenditures allocated to staffing, JCPL also remained below the general library average ranging from 60-70 percent of operating expenditures in PLDS studies (www.plametrics.org).

Increased spending on the collection and refilling the shelves with current and up-to date materials was a strategic priority for 2016. This was the first year after having operated on a restricted budget since the recession that JCPL was able to utilize an increased materials budget. JCPL ranked 1st of fourteen peers in materials expenditures with a strong focus on purchasing new and an adequate number of copies of popular items. JCPL spent 22 percent of its total operating expenditures on library materials for the 2016 collection. This reflects spending above the 75th percentile, as well as above the general library average of 12 percent found commonly in PLDS studies (www.plametrics.org).

- **Parameters indicating use (circulation, visits, program attendance)**

In response to the expanded open hours offered and the strategic investments in the collection, Jeffco residents borrowed the 2nd most number of items compared to the peer group in 2016. JCPL's total circulation increased by 10 percent from 2015 to 2016. JCPL surpassed the median by 40 percent in circulation, and ranked first in per capita circulation with Jeffco residents being the overall most frequent borrowers of books and downloadable collection items. Factoring in the additional public service hours, JCPL ranked 2nd overall among the peer group in circulation per public service hour.

JCPL ranked 2nd in visits per public service hour compared across peers, with a 7 percent increase from 2015. This not only shows the extent of library use by the community, but confirms that the expanded hours effectively fulfilled their needs.

The number of website visits has also grown by 7 percent since 2015, while the median of the peer group declined by 14 percent year over year. JCPL had the 5th busiest library website, and surpassed the median by 22 percent. JCPL also invested in increasing the bandwidth and technology infrastructure in 2016 so the JCPL Wi-Fi was able to support more devices at a higher speed.

As the public service hours were expanded, JCPL was able to offer more programs and assess convenient times for programming. In 2016 a total of 9,877 programs were planned and held by JCPL, surpassing the median of the peer group by 7 percent. When relating the number of programs to the number of service locations, JCPL ranked 3rd in the peer group, offering 980 programs per service location, while the median of the peer group offered 483 programs per location. This shows the focus of JCPL on programming as a means to connect with its community on many levels, with storytimes and other children's programs for early childhood literacy as well as fostering life-long learning with teen, adult, and all-ages programs. JCPL ranked slightly higher than the median with 407 in program attendance per 1,000 capita. This shows the continued success of JCPL programming.

Market Penetration

2016 National Benchmarking Peers	Population	Cardholders	Cardholders (% of Pop.)
JCPL Rank*	11	6	4
Alameda County Library	573,072	386,891	68%
Boston Public Library	655,884	323,789	49%
Dayton Metro Library	458,677	377,076	82%
Denver Public Library	693,523	473,293	68%
Enoch Pratt Free Library	622,104	293,908	47%
Fort Vancouver Regional Library District	480,265	283,373	59%
Lee County Library System	680,539	285,300	42%
Nashville Public Library	678,889	363,878	54%
Ocean County Library	575,397	238,889	42%
Pierce County Library System	589,540	334,362	57%
Pikes Peak Library District	623,805	259,989	42%
Timberland Regional Library	486,990	235,314	48%
Tulsa City-County Library System	639,242	399,275	62%
JCPL 2016	571,459	361,881	63%
JCPL 2015	565,535	350,433	62%
JCPL 2014	548,557	341,446	62%
JCPL 2013	537,219	332,503	62%
25th Percentile 2016	571,862	283,855	48%
Median (50th Percentile) 2016	605,822	329,076	55%
75th Percentile 2016	651,724	373,777	63%
Δ JCPL vs. Median (2016)	-34,363	32,806	8%
Δ % JCPL vs. Median (2016)	-6%	10%	15%
Δ % JCPL YOY (2015-2016)	1%	3%	2%
Δ % Median YOY (2015-2016)	1%	11%	12%

Comparison to the median shows that JCPL had 10 percent more total cardholders, and 15 percent more cardholders in percent of population. With 63 percent of the population holding a JCPL library card, JCPL had the 4th highest number of cardholders in percent of its population, rising slightly above the 75th percentile as a result. This data shows a high level of market penetration in comparison to the peer group, and speaks to the high level of engagement of the community with JCPL and the library services offered to the public.

Access to library services

2016 National Benchmarking Peers	Library Branches	Square Footage Per Capita	Public Service Hours Per Year	Public Serv. Hours Per 1,000 Capita	Public Service Hours Per Branch	Visits Per Public Service Hour
JCPL Rank*	13	12	13	12	3	2
Alameda County Library	9	0.48	17,628	31	1,959	284
Boston Public Library	25	2.01	57,368	87	2,295	62
Dayton Metro Library	20	0.96	61,456	134	3,073	40
Denver Public Library	25	1.22	66,064	95	2,643	64
Enoch Pratt Free Library	21	0.92	41,291	66	1,966	41
Fort Vancouver Regional Library District	14	0.21	35,224	73	2,516	45
Lee County Library System	14	0.43	33,862	50	2,419	78
Nashville Public Library	20	0.81	44,753	66	2,238	75
Ocean County Library	21	0.67	54,460	95	2,593	43
Pierce County Library System	20	0.37	51,899	88	2,595	42
Pikes Peak Library District	13	0.55	44,696	72	3,438	76
Timberland Regional Library	27	0.43	53,040	109	1,964	45
Tulsa City-County Library System	25	0.78	69,056	108	2,762	38
JCPL 2016	10	0.39	28,852	50	2,885	91
JCPL 2015	10	0.40	24,192	43	2,419	102
JCPL 2014	10	0.41	24,666	45	2,467	99
JCPL 2013	10	0.42	24,565	46	2,457	103
25th Percentile 2016	14	0.43	36,741	66	2,252	42
Median (50th Percentile) 2016	20	0.61	48,326	80	2,555	53
75th Percentile 2016	24	0.89	56,641	95	2,732	76
Δ JCPL vs. Median (2016)	-10	-0.22	-19,474	-30	331	38
Δ % JCPL vs. Median (2016)	-50%	-37%	-40%	-37%	13%	71%
Δ % JCPL YOY (2015-2016)	0%	-3%	19%	18%	19%	-10%
Δ % Median YOY (2015-2016)	33%	41%	5%	N/A	N/A	N/A

JCPL has operated a total number of 10 service locations since 1991. In comparison to the peer group, JCPL had half the number of branches than the median of the 2016 peers, and ranked second to last in this group (13th of fourteen peers). When evaluating square feet per capita in an attempt to factor in the size of the branches, Jefferson County marked on the low end of the peer group (12th of fourteen peers). JCPL provided 0.39 square feet per capita to its residents in 2016, essentially 37 percent less than the median of the peer group.

Square footage is an important parameter when comparing with other libraries as there are many performance indicators that are influenced by it, for example size of collection, program attendance, and visits. Compared to the 2016 peer group, JCPL remained unchanged from 2015 to 2016, while the median square feet per capita increased by 40 percent with the new peer group. With a total amount of square feet in 2016 of 220,907 JCPL has room to grow towards the median. In order to meet the median square footage, JCPL would need to add 143,375 square feet, based on 2016 data.

For 2016, JCPL has extended its public service hours for all existing branches as an immediate measure following the passed mill levy, to increase access to its libraries and offer hours that are more convenient to the public than in the past. Utilizing open hours, JCPL was able to increase public service hours per 1,000

capita by 18 percent since their introduction in April 2016. 2017 will show the first full year's count of public service hours. When we look at the median to derive current library standards in our income group, we notice that even with the expanded hours, JCPL remains 40 percent under the median with the annual public service hours offered. This points towards limitations with the current number of branches.

When evaluating the public service hours, we see that JCPL was the 2nd busiest library of the peers in 2016. JCPL surpassed the median by 71 percent, and also marked well above the 75th percentile (76 visits per public service hour). JCPL ranked 3rd busiest library when the number of visits was related to the number of branches, and JCPL exceeded the 75th percentile with 91 visits per branch. The frequency of visits confirms the success of JCPL's measure to increase public service hours in 2016, but also points towards the constraints faced with operating the current number of branches, as we recognize the correlation between the number of service locations and of public service hours. The hours that can be operated by a library system are ultimately limited by the number of branches.

Revenue and expenditures

2016 National Benchmarking Peers	Operating Revenue	Operating Expenditure	Operating Revenue Per Capita	Operating Expenditures Per Capita
JCPL Rank*	8	12	6	10
Alameda County Library	$28,941,008	$29,560,290	$51	$52
Boston Public Library	$43,233,932	$51,124,884	$66	$78
Dayton Metro Library	$28,265,298	$29,114,961	$62	$63
Denver Public Library	$45,893,744	$45,496,781	$66	$66
Enoch Pratt Free Library	$41,448,900	$41,014,181	$67	$66
Fort Vancouver Regional Library District	$23,545,135	$22,834,906	$49	$48
Lee County Library System	$33,781,817	$27,491,412	$50	$40
Nashville Public Library	$32,355,874	$31,901,365	$48	$47
Ocean County Library	$36,492,832	$34,902,312	$63	$61
Pierce County Library System	$30,332,788	$29,622,111	$51	$50
Pikes Peak Library District	$29,084,604	$26,945,890	$47	$43
Timberland Regional Library	$22,365,199	$21,679,955	$46	$45
Tulsa City-County Library System	$35,003,968	$26,724,271	$55	$42
JCPL 2016	$32,244,512	$26,306,849	$56	$46
JCPL 2015	$24,975,800	$24,112,944	$44	$43
JCPL 2014	$24,815,991	$21,299,925	$45	$39
JCPL 2013	$24,497,310	$23,516,718	$47	$44
25th Percentile 2016	$28,976,907	$26,779,676	$49	$45
Median (50th Percentile) 2016	$32,300,193	$29,337,626	$53	$49
75th Percentile 2016	$36,120,616	$34,152,075	$63	$63
Δ JCPL vs. Median (2016)	-$55,681	-$3,030,777	$3	-$3
Δ % JCPL vs. Median (2016)	-0.17%	-10%	6%	-6%
Δ % JCPL YOY (2015-2016)	29%	9%	28%	8%
Δ % Median YOY (2015-2016)	14%	16%	15%	12%

The 2016 annual operating revenue of JCPL of $32,244,512 represented an increase of 29 percent in comparison to 2015. The budget increase was a direct result of the successfully passed mill levy in 2015, and paved the way for a new era in JCPL history after past years of budget challenges, and having to downsize hours and staff since the recession. The 2016 budget funded the immediate strategic measure of providing more access to library services by offering more service hours for all branches, as well as hiring staff for the additional public service hours. The budget increase also allowed for materials purchases for the collection on a greater scale than before.

The higher revenue per capita has affected the makeup of our peer group to some extent, as JCPL finds itself in a higher income group in 2016.This keeps comparisons true to the relative purchasing power. JCPL's per capita income was $56 per resident, which moved JCPL above the median of the peers (6 percent higher than the median of $51 revenue per capita). While JCPL ranked close to the median in terms of annual operating revenue, and slightly higher than the median with revenue per capita (due to its lower end position in the peer

group in population size), JCPL was found on the conservative side when comparing operating expenditures and operating expenditures per capita. JCPL spent 10 percent less than the median, and ranked 12th of 14 peers. This suggests a higher percentage of JCPL's revenues were spent on capital vs. operating expenditures as the Library sought to catch up on delayed capital maintenance. JCPL spent conservatively in 2016 compared to the available revenue due to the unknown final amount of the mill levy when planning for 2016.

Operating expenditures and distribution "staff vs. material"

2016 National Benchmarking Peers	Operating Expenditures	Operating Expenditures Per Capita	% Staff Expenditures	% Materials Expenditures
JCPL Rank*	12	10	11	1
Alameda County Library	$29,560,290	$52	57%	14%
Boston Public Library	$51,124,884	$78	63%	9%
Dayton Metro Library	$29,114,961	$63	67%	11%
Denver Public Library	$45,496,781	$66	77%	12%
Enoch Pratt Free Library	$41,014,181	$66	66%	8%
Fort Vancouver Regional Library District	$22,834,906	$48	63%	15%
Lee County Library System	$27,491,412	$40	48%	17%
Nashville Public Library	$31,901,365	$47	57%	17%
Ocean County Library	$34,902,312	$61	75%	9%
Pierce County Library System	$29,622,111	$50	69%	13%
Pikes Peak Library District	$26,945,890	$43	60%	16%
Timberland Regional Library	$21,679,955	$45	72%	16%
Tulsa City-County Library System	$26,724,271	$42	63%	13%
JCPL 2016	$26,306,849	$46	58%	22%
JCPL 2015	$24,112,944	$43	56%	14%
JCPL 2014	$21,299,925	$39	62%	16%
JCPL 2013	$23,516,718	$44	58%	13%
25th Percentile 2016	$26,779,676	$45	59%	11%
Median (50th Percentile) 2016	$29,337,626	$49	63%	13%
75th Percentile 2016	$34,152,075	$63	68%	16%
Δ JCPL vs. Median (2016)	-$3,030,777	-$3	-5%	9%
Δ % JCPL vs. Median (2016)	-10%	-6%	-7%	64%
Δ % JCPL YOY (2015-2016)	9%	8%	4%	54%
Δ % Median YOY (2015-2016)	16%	12%	-8%	-7%

JCPL's operating expenditures were scheduled conservatively, with JCPL spending 10 percent less than the median of the peer group in 2016. When looking at the distribution of the expenses, JCPL is still found on the lower end of staff expenditures like in past years even though additional staff was hired for the new public service hours. This indicates conservative spending for staffing in 2016. JCPL spent 58 percent of its total

operating expenditures on staff in 2016 vs. 56 percent in 2015. The median spent 63 percent of its total operating expenditures in 2016.

We see the opposite trend when evaluating the percentage spent on library materials. JCPL ranked 1st of fourteen peers with a strong focus on purchasing new and an adequate number of copies of popular items. JCPL spent 22 percent of its total operating expenditures spent on materials in 2016, which is not only 64 percent more than the median spent on the collection, but also puts JCPL above the 75th percentile.

Staff expenditures

2016 National Benchmarking Peers	Staff Expenditures	FTE Per Year	FTE Per 1,000 Capita
JCPL Rank*	12	10	11
Alameda County Library	$16,766,519	213	0.37
Boston Public Library	$32,145,304	9	0.01
Dayton Metro Library	$19,373,949	311	0.68
Denver Public Library	$34,917,153	646	0.93
Enoch Pratt Free Library	$27,010,461	361	0.58
Fort Vancouver Regional Library District	$14,411,431	225	0.47
Lee County Library System	$13,133,993	231	0.34
Nashville Public Library	$18,248,914	317	0.47
Ocean County Library	$26,336,733	466	0.81
Pierce County Library System	$20,337,731	273	0.46
Pikes Peak Library District	$16,032,965	301	0.48
Timberland Regional Library	$15,510,576	250	0.51
Tulsa City-County Library System	$16,856,012	306	0.48
JCPL 2016	$15,371,707	244	0.43
JCPL 2015	$13,442,148	221	0.39
JCPL 2014	$13,104,625	219	0.40
JCPL 2013	$13,531,330	218	0.41
25th Percentile 2016	$15,641,173	234	0.44
Median (50th Percentile) 2016	$17,552,463	287	0.47
75th Percentile 2016	$24,836,983	316	0.56
Δ JCPL vs. Median (2016)	-$2,180,756	-42	-0.05
Δ % JCPL vs. Median (2016)	-12%	-15%	-10%
Δ % JCPL YOY (2015-2016)	14%	10%	9%
Δ % Median YOY (2015-2016)	7%	10%	-4%

PLDS counts FTE as all Full Time Equivalent staffing based on actual worked hours, calculated for a 40 hour work week, and annualized over the 52 weeks of the year.

The 2016 FTE count for JCPL represents one quarter of lean staffing before public service hours were expanded, and three quarters of higher staffing levels increased to complement the expanded hours.

While JCPL has increased its FTE by 10 percent from 2015, so has the median with the new peer group, which explains the similar deviation in 2015 and 2016 data of JCPL to the median of the peer group. JCPL ranked 10th in the annual number of FTEs. When the population is factored in, JCPL remained 10 percent under the median with 0.43 FTE per 1,000 capita. This shows that while JCPL has made progress towards the median in terms of FTE per 1,000 capita with additional staff hired to support expanded service hours, there is still opportunity for improvement toward meeting the median and bringing staffing levels in line with those of the peers.

Material expenditures

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 JCPL increased its total spending on library materials by 69 percent from 2015 to 2016, the median of the peer group has stayed relatively unchanged with a marginal 0.48 percent increase year-over-year. This leaves JCPL to show a 50 percent deviation. The amount of spending matched the need to catch up with many years of reduced budgets.

Collection, space, turnover

2016 National Benchmarking Peers	Square Footage	Collection Size	Collection Items Per Capita	Turnover
JCPL Rank*	11	10	10	1
Alameda County Library	277,278	1,116,232	1.95	5.4
Boston Public Library	1,316,680	15,890,923	24.23	0.3
Dayton Metro Library	441,727	N/A	N/A	0.0
Denver Public Library	844,366	1,825,008	2.63	5.1
Enoch Pratt Free Library	572,278	2,180,423	3.50	0.5
Fort Vancouver Regional Library District	102,177	718,570	1.50	5.0
Lee County Library System	291,360	1,741,312	2.56	4.3
Nashville Public Library	552,516	2,509,812	3.70	2.1
Ocean County Library	388,302	1,318,607	2.29	3.2
Pierce County Library System	217,824	1,461,798	2.48	4.4
Pikes Peak Library District	340,262	1,043,647	1.67	7.4
Timberland Regional Library	210,393	N/A	N/A	N/A
Tulsa City-County Library System	501,277	1,245,589	1.95	3.8
JCPL 2016	220,907	1,067,295	1.87	7.4
JCPL 2015	225,569	981,733	1.74	7.3
JCPL 2014	225,569	1,114,621	2.03	6.6
JCPL 2013	225,562	1,215,004	2.26	6.2
25th Percentile 2016	235,000	1,103,998	1.93	0.9
Median (50th Percentile) 2016	364,282	1,390,203	2.39	4.0
75th Percentile 2016	539,706	1,913,862	2.85	5.1
Δ JCPL vs. Median (2016)	-143,375	-322,908	-0.52	3.4
Δ % JCPL vs. Median (2016)	-39%	-23%	-22%	84%
Δ % JCPL YOY (2015-2016)	-2%	9%	8%	1%
Δ % Median YOY (2015-2016)	31%	-14%	0.11%	-14%

While spending twice as much on the collection compared to the median of its peer group, JCPL's total collection size still ranked on the low end of the peer group (10th of fourteen peers). JCPL's collection size increased by 9 percent to a total of 1,067,295 of items in 2016, but remained 23 percent smaller than the median collection size of the peer group.

Increased spending on the collection and refilling the shelves with a current and up-to date materials was a strategic priority for 2016. This was the first year after having operated on a restricted budget since the recession that JCPL was able to utilize an increased materials budget. JCPL continues its strong commitment to offer its customers access to a great library collection by purchasing current and high interest items.

Parameters indicating use

Circulation

2016 National Benchmarking Peers	Circulation	Circulation Per Capita	Circulation Per Cardholder	Circulation Per Open Hour
JCPL Rank*	2	1	3	2
Alameda County Library	6,032,373	10.53	16	342
Boston Public Library	4,913,853	7.49	15	86
Dayton Metro Library	5,952,160	12.98	16	97
Denver Public Library	9,323,082	13.44	20	141
Enoch Pratt Free Library	1,094,035	1.76	4	26
Fort Vancouver Regional Library District	3,606,182	7.51	13	102
Lee County Library System	7,402,890	10.88	26	219
Nashville Public Library	5,371,115	7.91	15	120
Ocean County Library	4,225,097	7.34	18	78
Pierce County Library System	6,425,149	10.90	19	124
Pikes Peak Library District	7,688,274	12.32	30	172
Timberland Regional Library	3,910,619	8.03	17	74
Tulsa City-County Library System	4,714,070	7.37	12	68
JCPL 2016	7,900,913	13.83	22	274
JCPL 2015	7,202,744	12.74	21	298
JCPL 2014	7,402,527	13.49	22	300
JCPL 2013	7,589,979	14.13	23	309
25th Percentile 2016	4,347,340	7.50	15	80
Median (50th Percentile) 2016	5,661,638	9.28	16	111
75th Percentile 2016	7,158,455	11.97	20	164
Δ JCPL vs. Median (2016)	2,239,276	4.55	6	163
Δ % JCPL vs. Median (2016)	40%	49%	35%	146%
Δ % JCPL YOY (2015-2016)	10%	9%	6%	-8%
Δ % Median YOY (2015-2016)	5%	-4%	-11%	N/A

Jeffco residents borrowed the 2nd greatest number items compared to the peer group in 2016. JCPL's total circulation increased by 10 percent from 2015 to 2016 as a result of the expanded open hours offered and the investments made to the collection. With 7,900,913 items checked out by the community, JCPL had 40 percent more circulations than the median of the peers. When relating circulation to population size, JCPL ranked 1st of the peer group with 13.83 items circulated on average by every Jefferson county resident in 2016. This was 5 items more checked out per person compared to the median of the peer group.

Every JCPL cardholder borrowed 22 items on average. Circulation per cardholder has increased by 6 percent for JCPL from 2015 to 2016, while it decreased by 11 percent for the median of the peer group. This shows

that JCPL is not following the industry trend, and that cardholders are borrowing more items after restoring and expanding open hours.

This confirms the strong use of JCPL by the community for a library's most intrinsic services offered. It also 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 visitors, both helping them find what they are looking for. This result gains additional meaning when recognizing that this level of circulation was achieved with the 10th smallest collection size and 2nd fewest open hours compared to the peers, as both of which determine accessibility of library materials for the community.

Visits

2016 National Benchmarking Peers	Web Visits	Visits (physical)	Visits Per Capita	Visits Per Open Hour
JCPL Rank*	5	8	8	2
Alameda County Library	2,505,699	5,010,849	8.74	284
Boston Public Library	9,423,893	3,540,693	5.40	62
Dayton Metro Library	N/A	2,448,940	5.34	40
Denver Public Library	13,002,172	4,259,373	6.14	64
Enoch Pratt Free Library	2,246,238	1,697,153	2.73	41
Fort Vancouver Regional Library District	1,626,043	1,587,539	3.31	45
Lee County Library System	1,350,136	2,652,588	3.90	78
Nashville Public Library	28,382,598	3,340,550	4.92	75
Ocean County Library	1,368,553	2,318,589	4.03	43
Pierce County Library System	1,938,500	2,203,898	3.74	42
Pikes Peak Library District	4,385,933	3,416,293	5.48	76
Timberland Regional Library	1,843,051	2,382,190	4.89	45
Tulsa City-County Library System	2,523,904	2,629,272	4.11	38
JCPL 2016	3,051,196	2,628,734	4.60	91
JCPL 2015	2,848,152	2,458,315	4.35	102
JCPL 2014	3,217,724	2,452,635	4.47	99
JCPL 2013	4,046,640	2,541,642	4.73	103
25th Percentile 2016	1,843,051	2,334,489	3.93	42
Median (50th Percentile) 2016	2,505,699	2,629,003	4.75	53
75th Percentile 2016	4,385,933	3,397,357	5.38	76
Δ JCPL vs. Median (2016)	545,497	-269	-0.15	38
Δ % JCPL vs. Median (2016)	22%	-0.01%	-3%	71%
Δ % JCPL YOY (2015-2016)	7%	7%	6%	-10%
Δ % Median YOY (2015-2016)	-14%	3%	4%	N/A

JCPL had a total of 2,628,734 physical visits in 2016, and scored close to the median. This was the first year for JCPL to show a marked increase in visits since 2013. In comparison to operations under restricted public service hours in 2015, JCPL was visited 7 percent more in 2016. The increase can be directly related to the expanded and more convenient open hours initiated in the 2nd quarter of 2016. It is noteworthy that JCPL marked 8th of fourteen peers in number of annual visits while operating on the 2nd fewest service hours in the peer group even after the expansion of hours.

The number of website visits has grown by 7 percent since 2015, while the median of the peer group has declined by 14 percent year over year.

Program attendance

2016 National Benchmarking Peers	Programs	Programs Per 1,000 Capita	Programs Per Branch	Program Attendance	Program Attendance Per 1,000 Capita	Program Attendance Per Open Hour
JCPL Rank*	6	7	3	7	7	2
Alameda County Library	8,975	16	997	230,261	402	13
Boston Public Library	12,363	19	495	228,959	349	4
Dayton Metro Library	9,431	21	472	241,017	525	4
Denver Public Library	23,219	33	929	431,149	622	7
Enoch Pratt Free Library	8,571	14	408	149,738	241	4
Fort Vancouver Regional Library District	6,064	13	433	135,838	283	4
Lee County Library System	3,892	6	278	104,556	154	3
Nashville Public Library	11,783	17	589	359,827	530	8
Ocean County Library	12,663	22	603	238,892	415	4
Pierce County Library System	4,493	8	225	118,122	200	2
Pikes Peak Library District	14,219	23	1,094	263,528	422	6
Timberland Regional Library	2,486	5	92	61,405	126	1
Tulsa City-County Library System	6,345	10	254	307,102	480	4
JCPL 2016	9,877	17	988	232,512	407	8
JCPL 2015	7,788	14	779	208,354	368	9
JCPL 2014	7,287	13	729	200,571	366	8
JCPL 2013	5,960	11	596	164,817	307	7
25th Percentile 2016	6,134	11	311	139,313	251	4
Median (50th Percentile) 2016	9,203	16	483	231,387	404	4
75th Percentile 2016	12,218	20	847	257,900	466	6
Δ JCPL vs. Median (2016)	674	1	505	1,126	3	4
Δ % JCPL vs. Median (2016)	7%	5%	104%	0.49%	1%	92%
Δ % JCPL YOY (2015-2016)	27%	26%	27%	12%	10%	-6%
Δ % Median YOY (2015-2016)	72%	83%	N/A	78%	46%	N/A

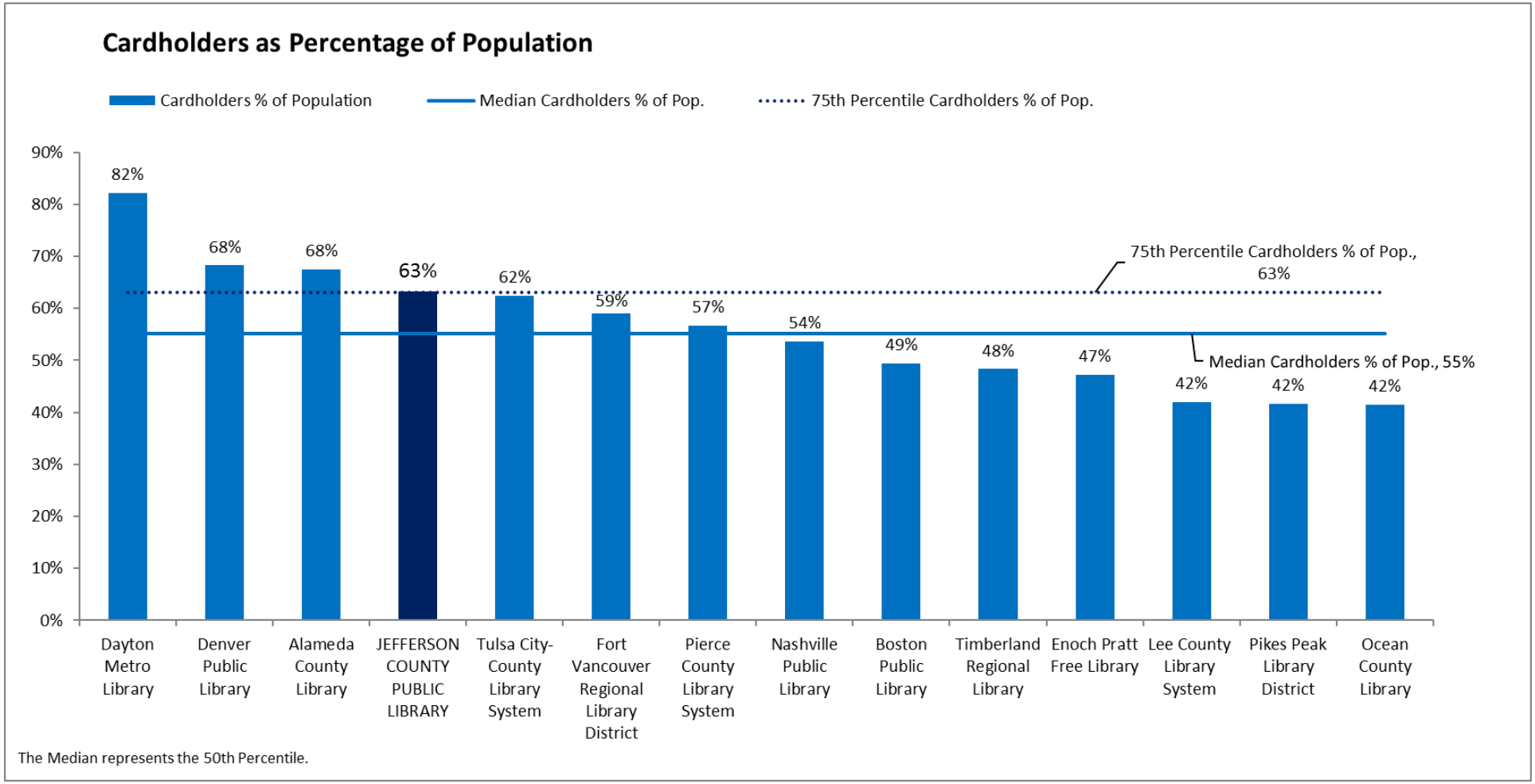
In 2016 a total of 9,877 programs were planned and held by JCPL. This was 7 percent more than the median of the peer group. Per 1,000 capita JCPL offered 17 programs, which not only was an increase of 26 percent for JCPL from 2015, but was 5 percent more programs offered to every 1,000 residents than the median of the peer group.

When relating the number of programs offered to the number of branches, assuming most programs were still held at library locations, JCPL ranked 3rd in the peer group, offering 980 programs per service location, while the median of the peer group noted 483 programs per branch. This shows the focus of JCPL on programming as a means to connect with its community on many levels, with storytimes and other children's programs for early childhood literacy as well as fostering life-long learning with teen, adult, and all-ages programs.

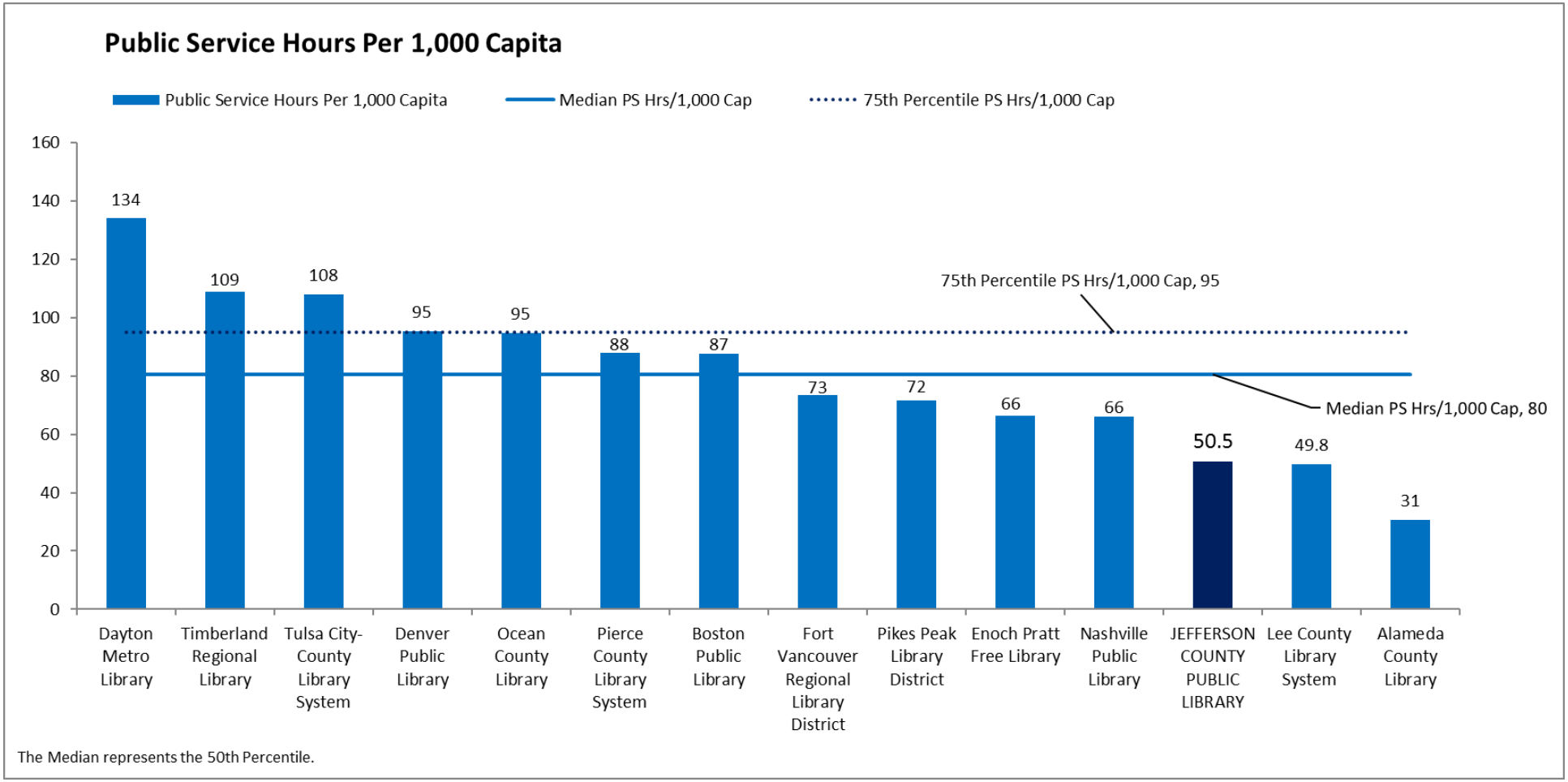
It is noteworthy that the program attendance levels achieved not only speak to the popularity of JCPL programs, but that JCPL offered the 6th highest number of programs with the 2nd fewest public service hours.

Benchmarking graphs

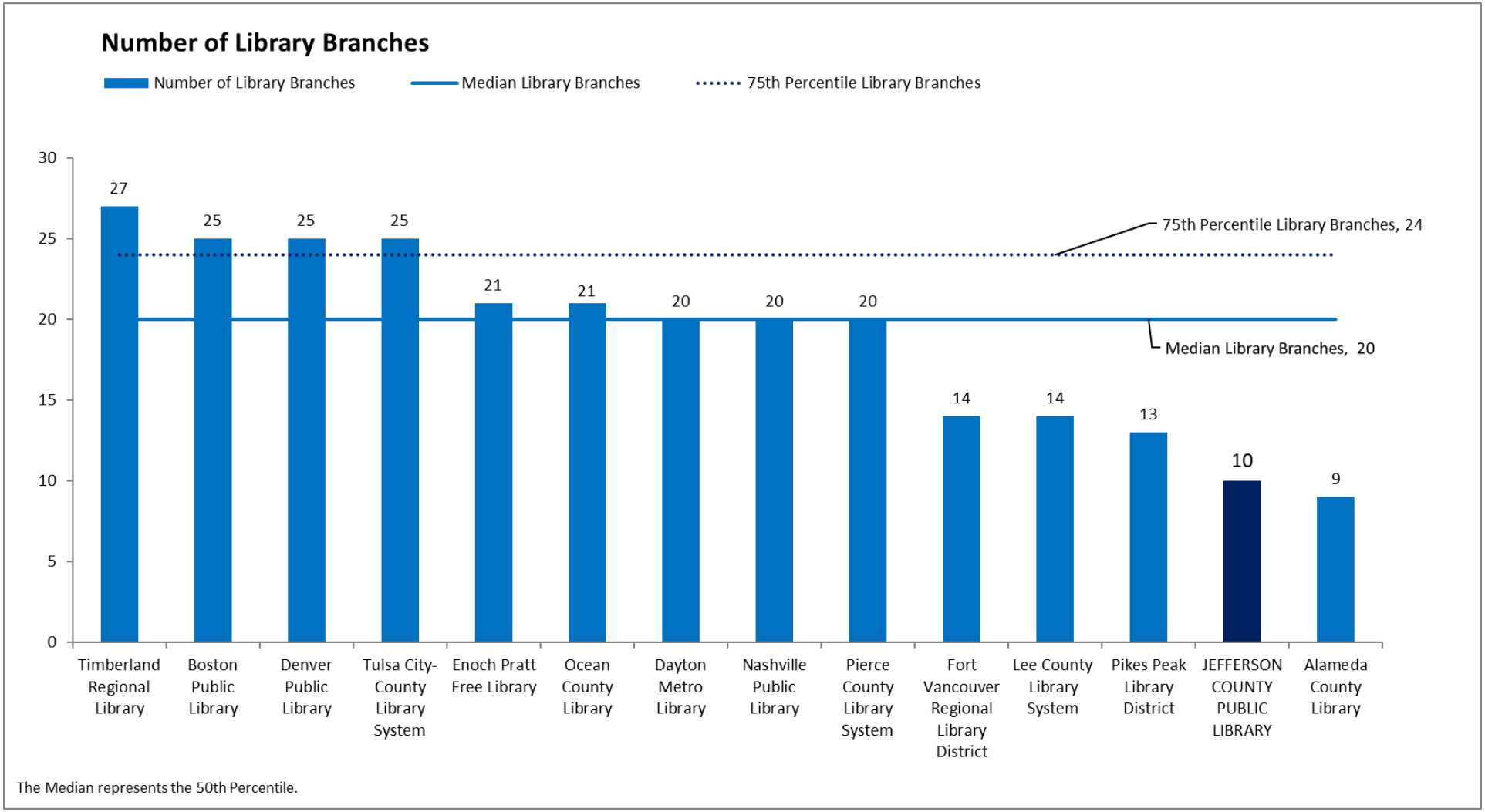
- Cardholders as Percentage of Population
- Public Service Hours Per Capita
- Number of Library Branches
- Square Footage Per Capita
- Collection Size Per Capita
- Library Visits Per Capita
- Circulation Per Capita
- Program Attendance Per 1,000 Capita
- FTE Per 1,000 Capita
- Revenue Per Capita
- Expenditures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



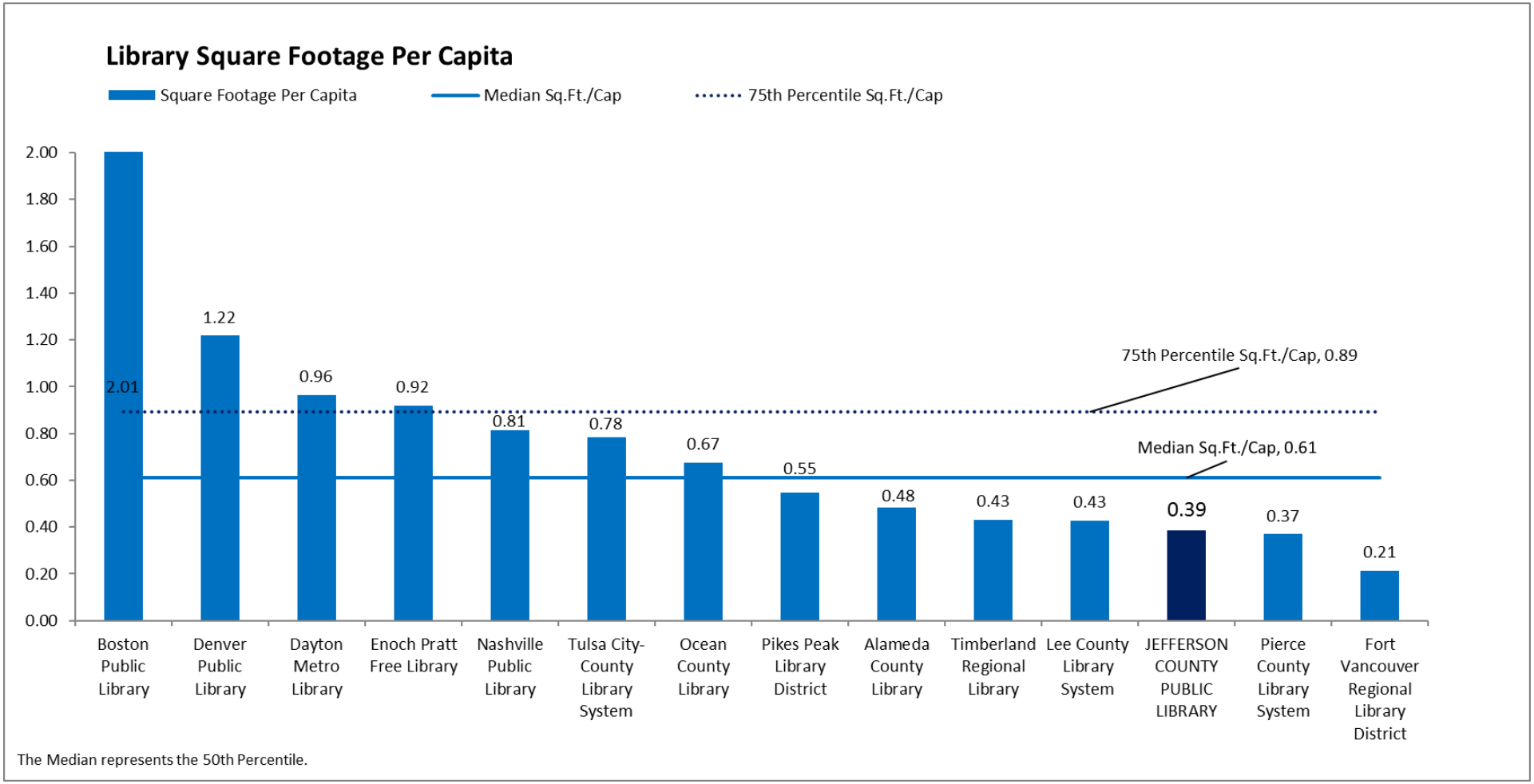
JCPL ranked 4th highest in cardholders as a percentage of population, showing a relatively high level of market penetration. This places JCPL slightly above the 75th percentile in this measure.



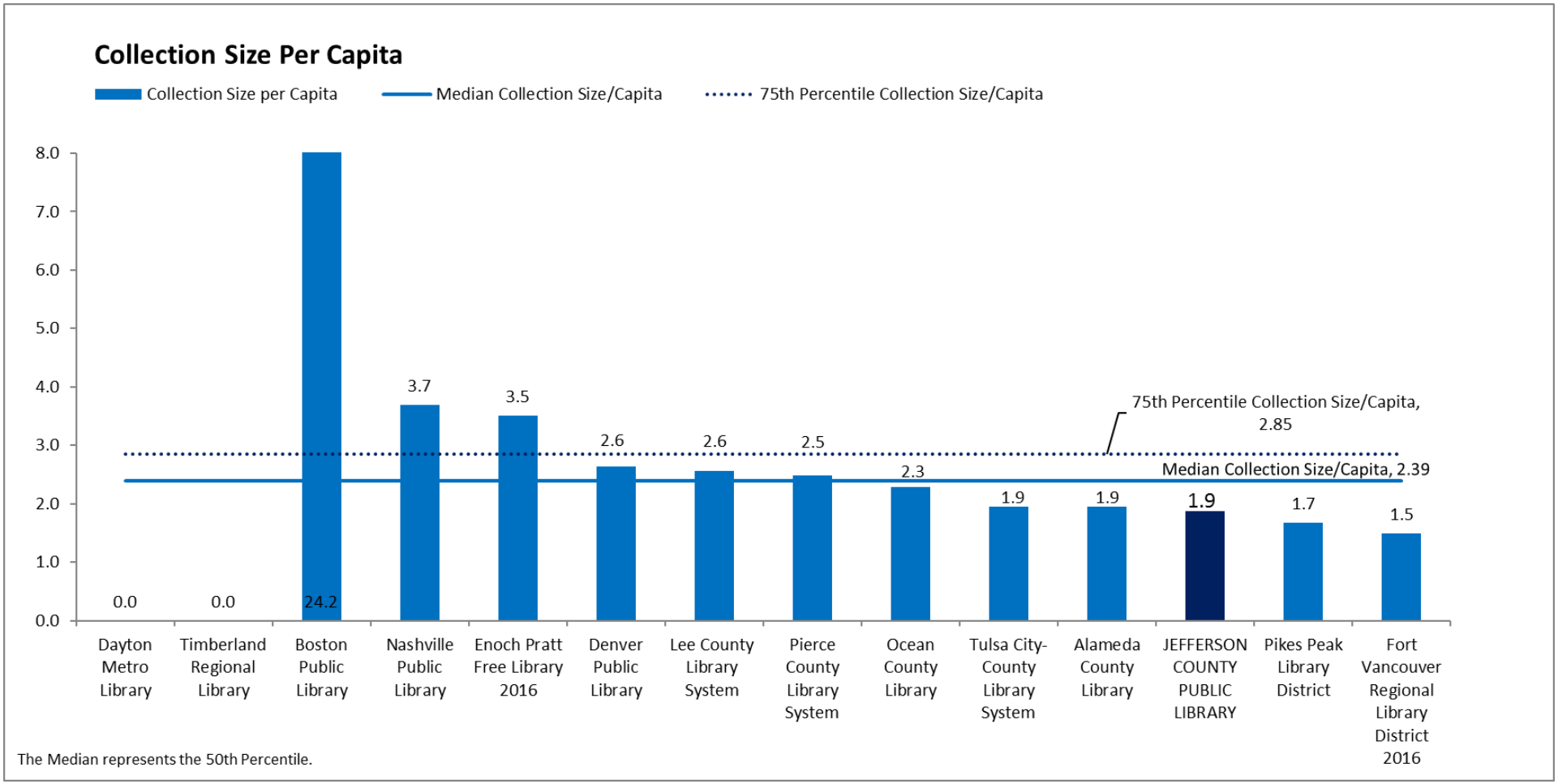
JCPL ranked third from the bottom in public service hours per 1,000 capita, and well below the median. Despite the fact that JCPL added 18 percent more hours in 2016, future improvements will be constrained by JCPL's low number of branches and square footage per capita.



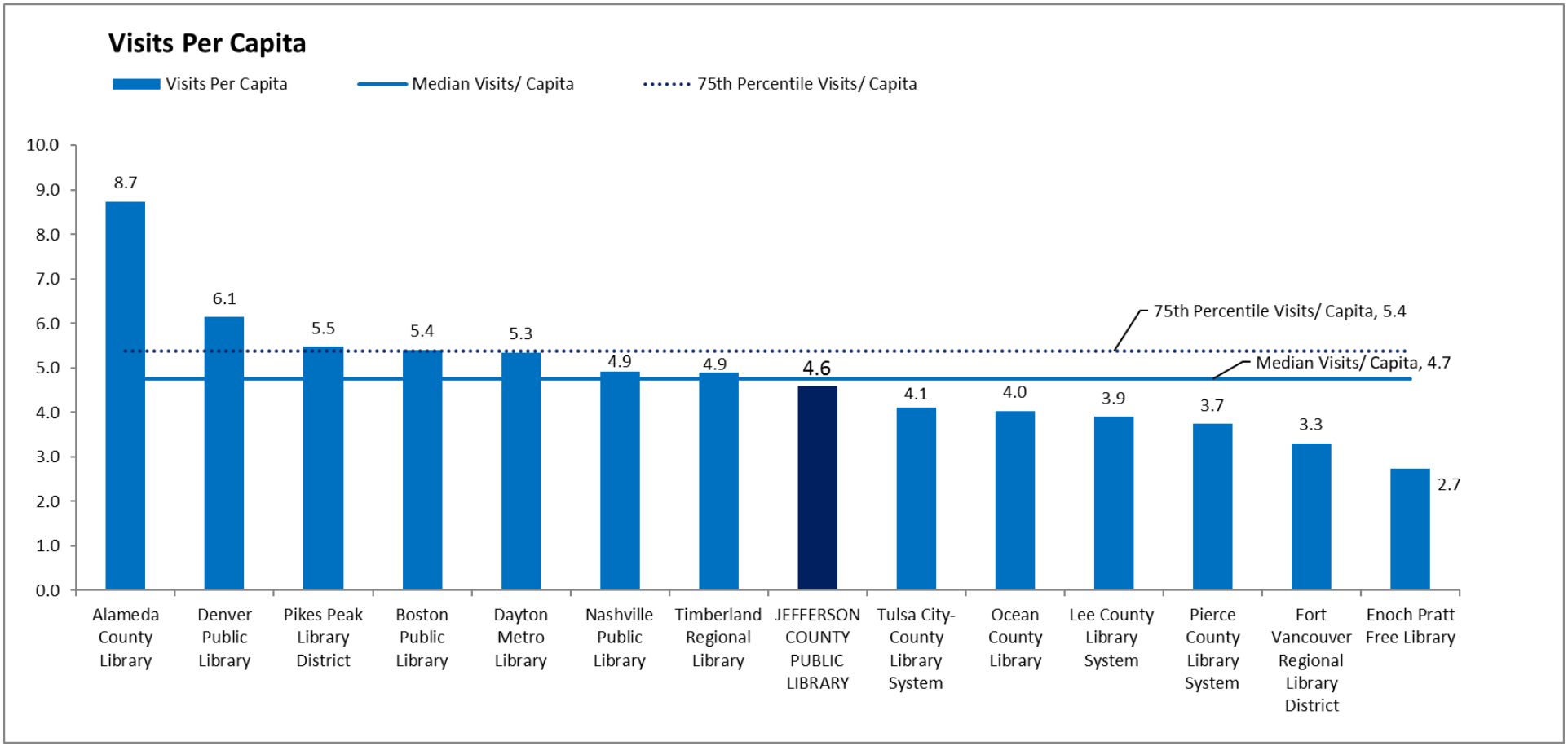
JCPL ranked near the bottom of its peers in number of library branches (10) – and well below the median of the peer group. The lack of library facilities in Jefferson County also impacts JCPL's ability to meet objectives for collection size per capita and public service hours per 1,000 capita.



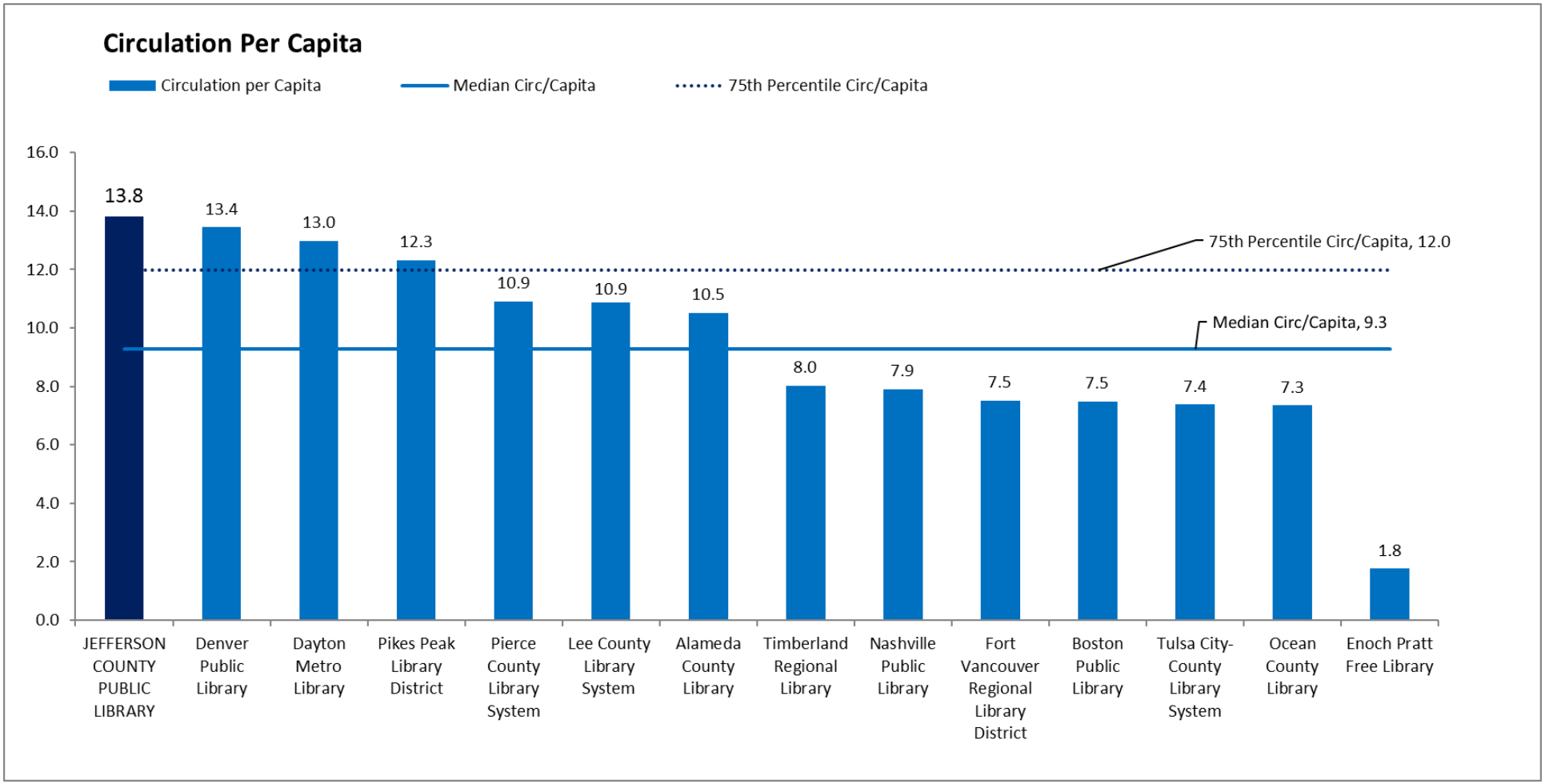
JCPL ranked third from the bottom in square footage per 1,000 capita. Based on 2016 data, JCPL would need to add .22 square feet per capita, based on 2016 data to meet the median. Based on population projections, this number is expected to grow.



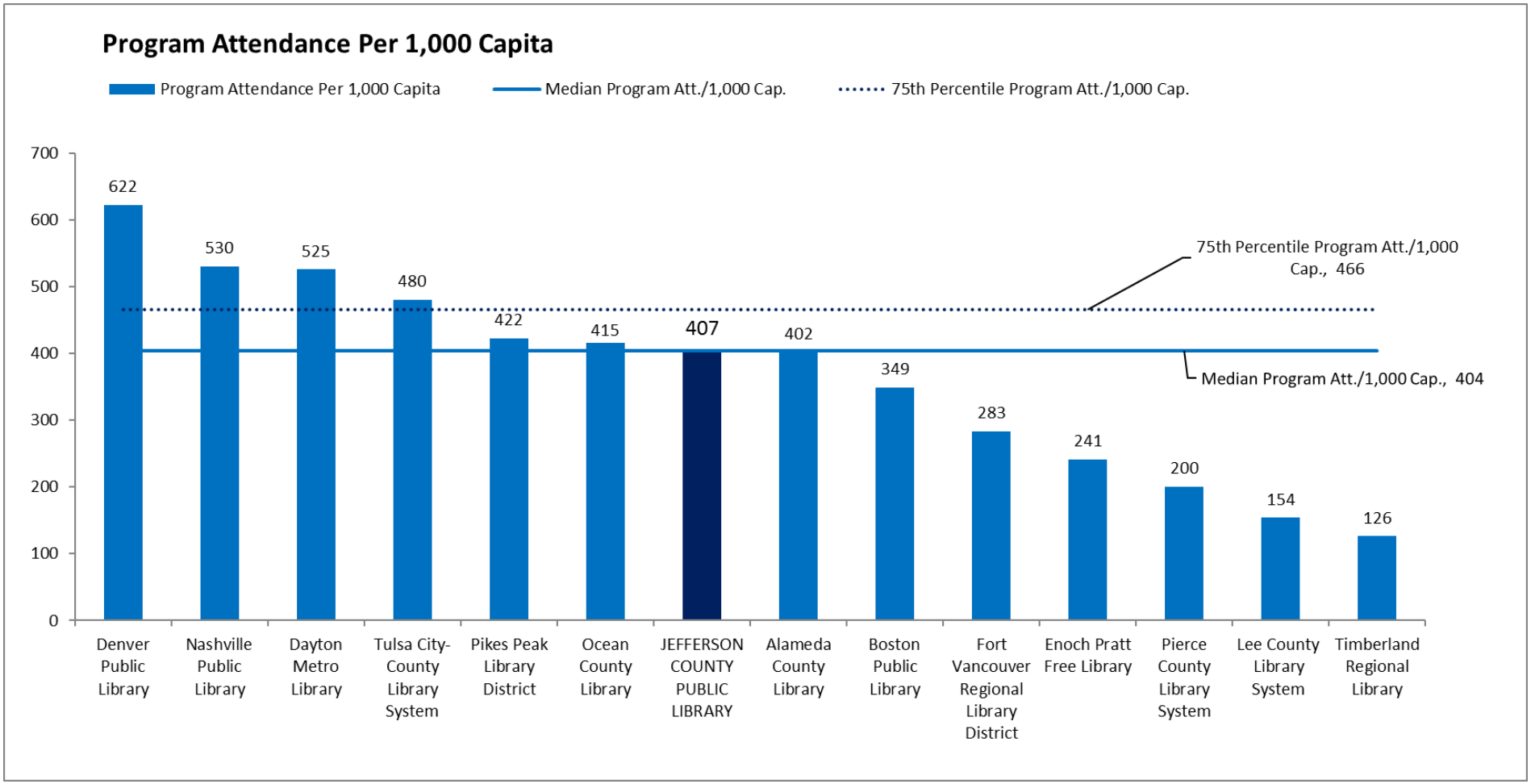
JCPL ranked third from last in collection size per capita, with 1.9 items owned per capita. JCPL's low ranking reflects ongoing cuts to materials expenditures during the recession. This was an area of strategic investment and focus in 2016-2017; however, JCPL's ability to meet and exceed the median on this measure will depend on relief from facilities' constraints.



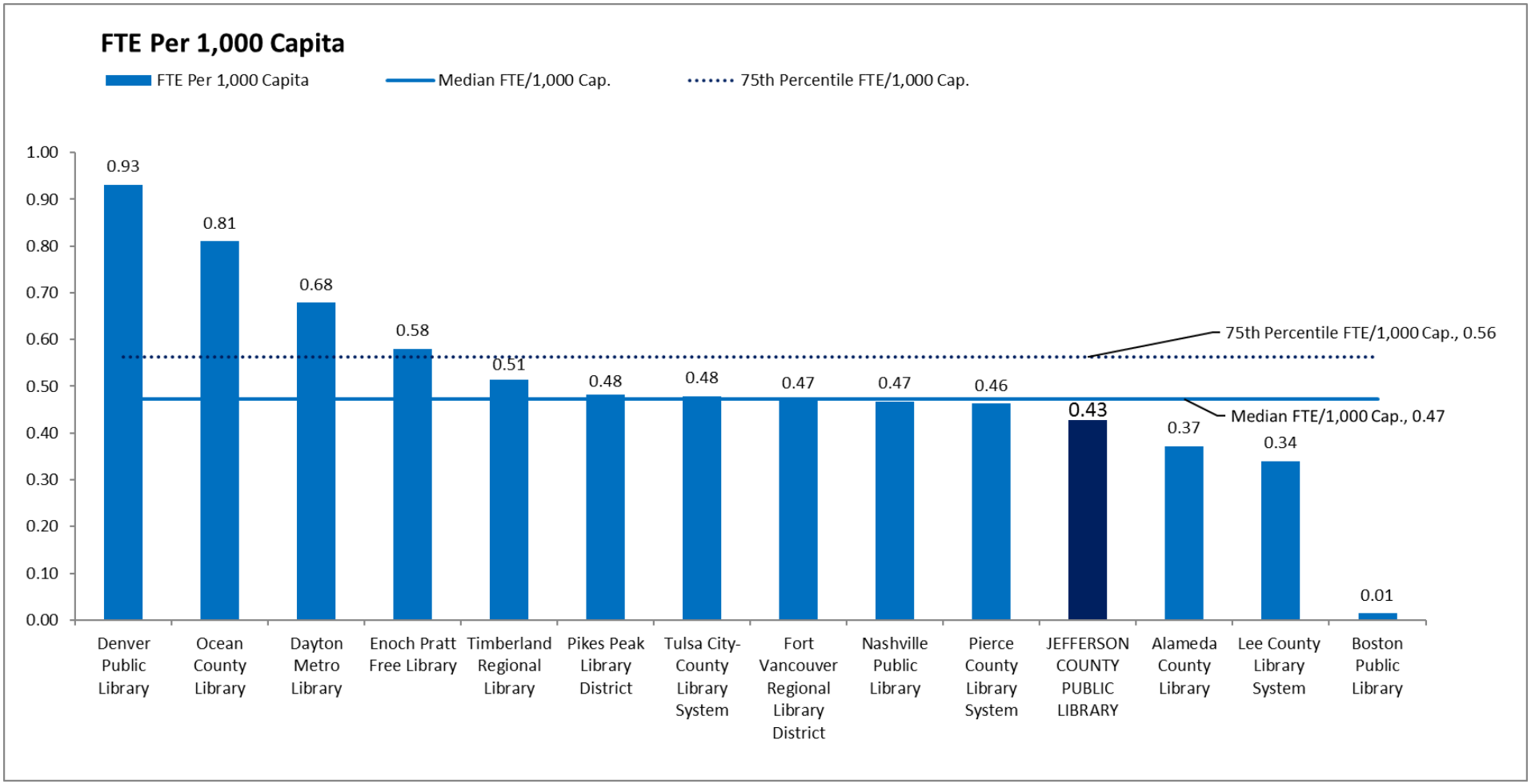
JCPL ranked near the median in visits per capita (4.6 visits per capita compared to the median of 4.7). Given constraints on public service hours and facilities, this demonstrates a high level of demand for JCPL services. Other measures confirm this. JCPL ranked second in visits per public service hour (91), well above the 75th percentile of the peer group (76).



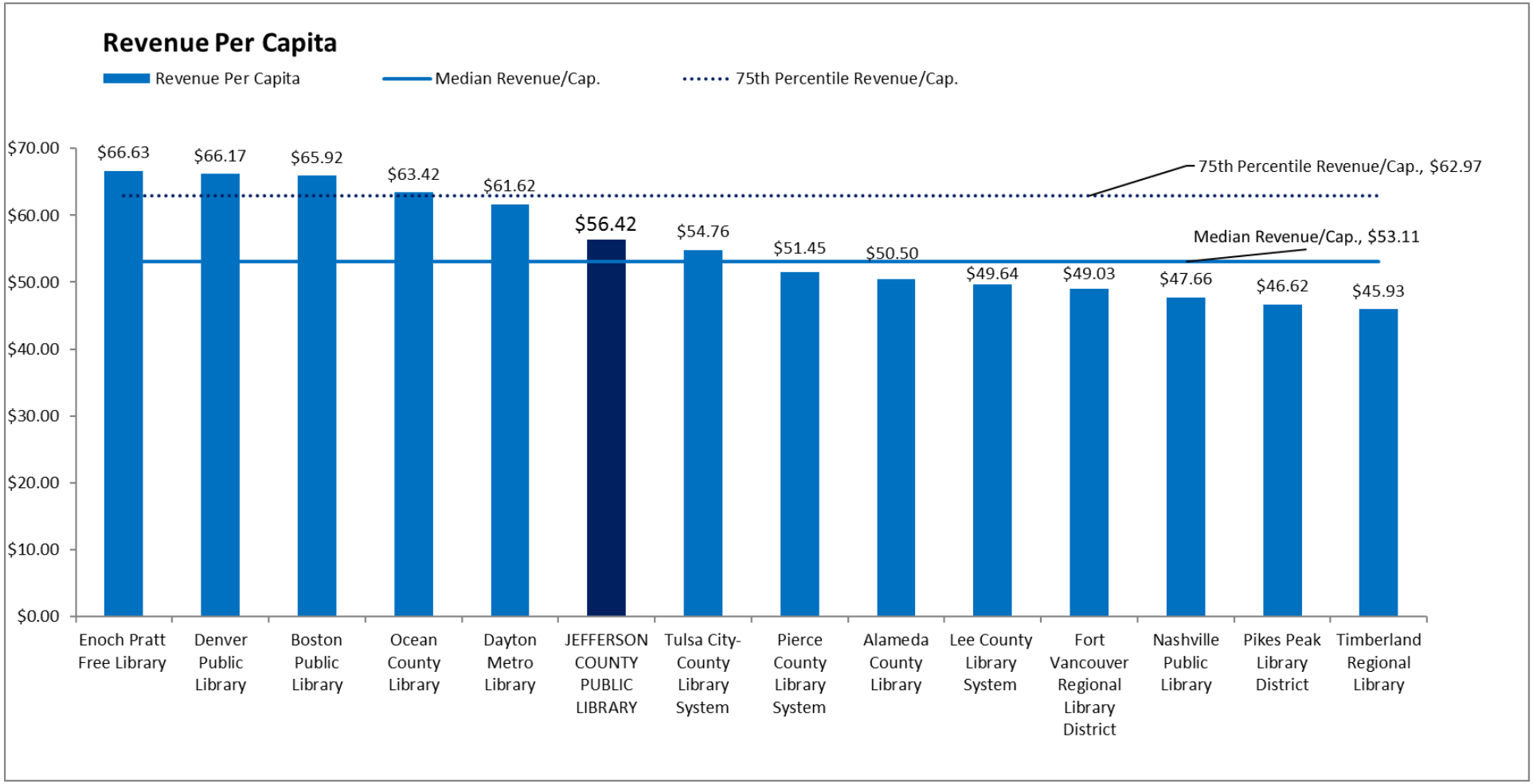
JCPL ranked first in items borrowed per capita, relative to peers – and well above the 75th percentile. Given JCPL's relatively low ranking in collection size per capita, this is a testament to JCPL's practice of aligning materials purchasing with specific community interests.



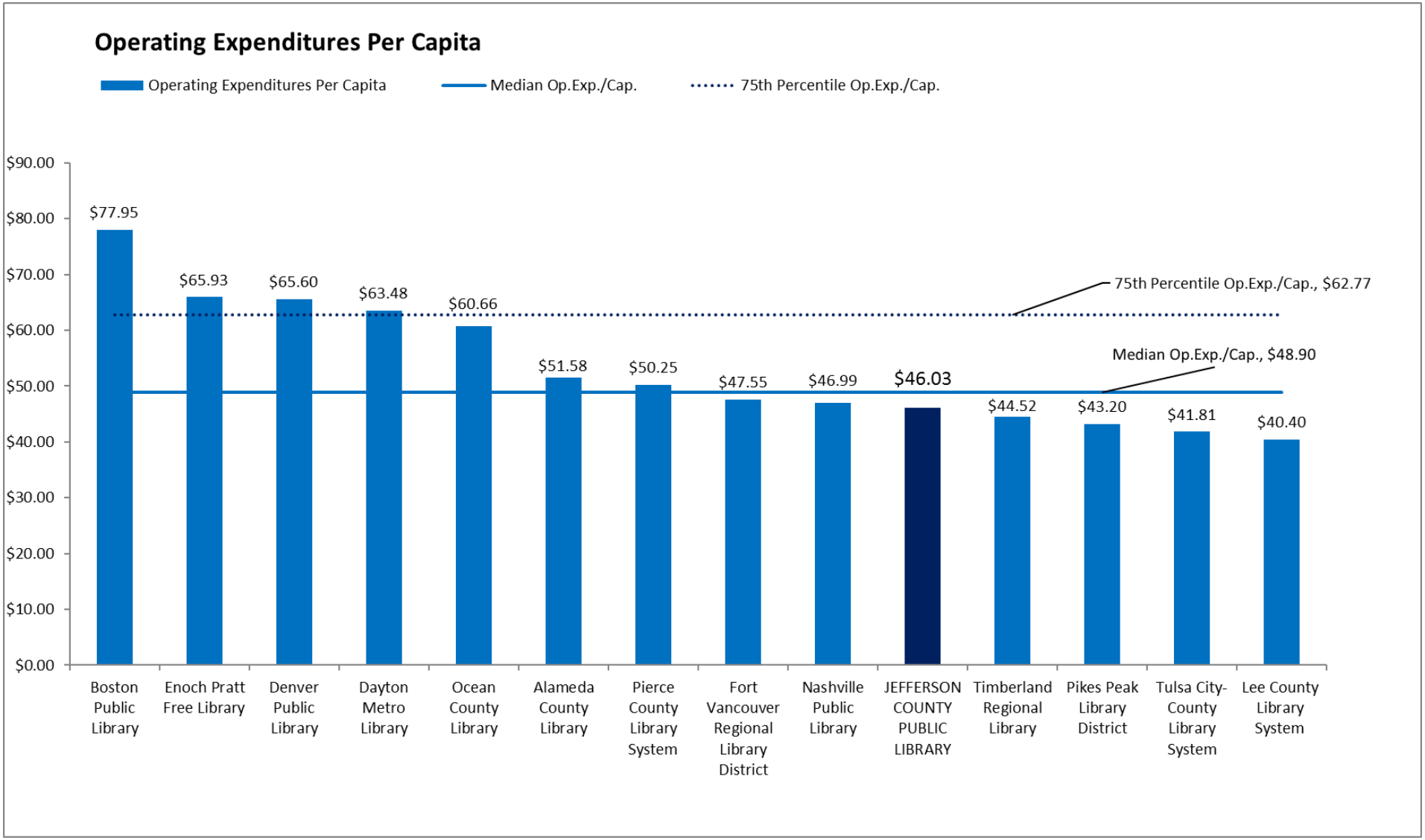
JCPL increased the number of programs by 27 percent from 2015 to 2016. JCPL ranked in the middle of the peer group in program attendance per 1,000 capita, slightly above the median. This indicates continued successful programming at JCPL.



JCPL ranked fourth from the bottom in FTE per 1,000 capita – and well below the median.



JCPL had the 6th highest revenue per capita in the peer group, and marked above the median in 2016. This was a selection criteria for the peer group, and JCPL has moved from being at the lower end of the income group in previous years towards and above the median of the current comparison group.



JCPL spent conservatively in 2016 compared to the available revenue. One reason is that the final amount of the mill levy was not finalized when planning for 2016. Also, a higher percentage of JCPL's revenues were spent on capital vs. operating expenditures as the Library sought to catch up on delayed capital maintenance.