



Benchmarking Study 2017

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Introduction

Jefferson County Public Library (JCPL) conducts an annual benchmarking study as a tool to

- compare and evaluate key operating and performance indicators of library services and their value to the community by key measures of library use
- inform JCPL's strategic planning process
- monitor progress against the overall goal of performing at or above the 50th percentile of a pool of comparative public peer libraries in key performance areas
- identify trends, key areas of opportunity and focus in the allocation of future resources

The Benchmarking Study 2017 uses national library data published annually by the Public Library Data Service (PLDS) www.plametrics.org. The data is collected through an annual online survey which is administered by the Center for Informatics Research in Science and Scholarship (CIRSS) at the University of Illinois, and is run on behalf of the Public Library Association (PLA). Participation in the survey is voluntary. In 2017 a total of 4,717 US libraries completed the questionnaire.

JCPL conducted a benchmarking study of a sample of eleven national libraries in 2017, including JCPL. The study compares key data from finances, resources, technology, library services and use, based on 2017 fiscal year data.

Peer selection

As in previous years, JCPL's peer group was selected based on operating revenue per capita and population size, acknowledging these variables as most significant in extracting a comparative group of benchmarking peers from the PLDS dataset of public libraries.

Revenue per capita as the relative spending power based on population size, determines investment capabilities. Population size is generally important when absolute numbers are benchmarked to establish a certain level of comparability.

In the past we have consistently used a range of +/- 20 percent from JCPL's annual revenue per capita and the population size to select our peer group for benchmarking. This approach facilitates dynamic benchmarking where the peer group changes with the changes JCPL experiences in those selection parameters year over year. For 2017 this method of peer selection rendered only 3 peers. JCPL's operating revenue per capita increase of 4 percent from 2016 to 2017 had pushed a number of peers just outside of our defined range. In order to gain a meaningful number of peers

for benchmarking, JCPL decided to extend the range for 2017 and to allow for a +/- 22 percent range from JCPL's operating revenue per capita. This change resulted in a pool of 11 peers including JCPL.

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. It needs to be noted that Pikes Peak had to be specifically added this year because their operating revenue per capita was slightly below the range set for peer selection in 2017.

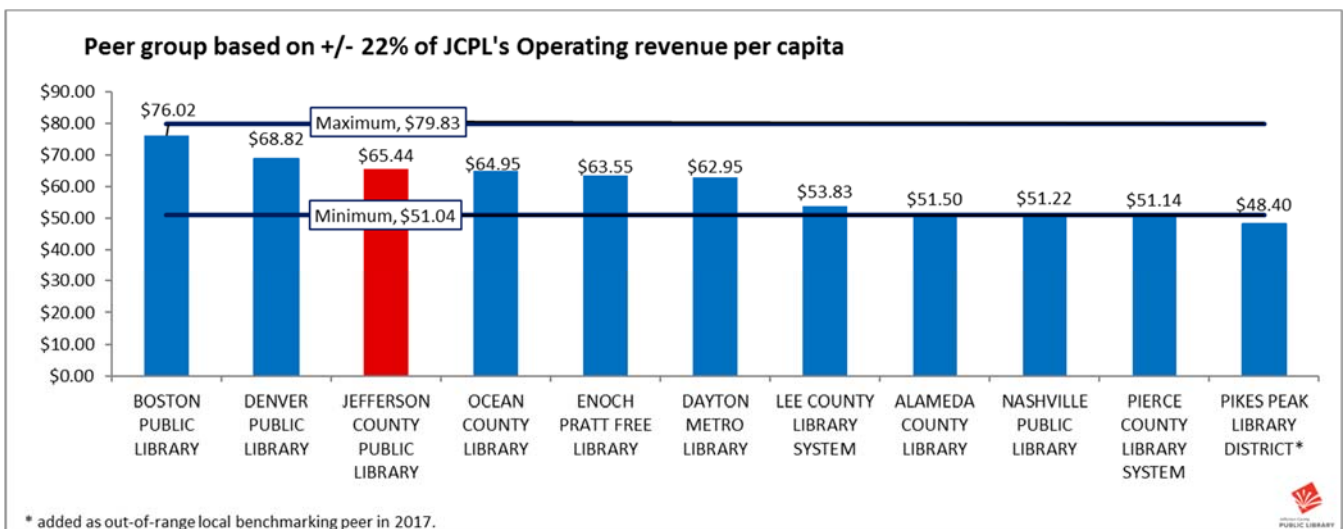
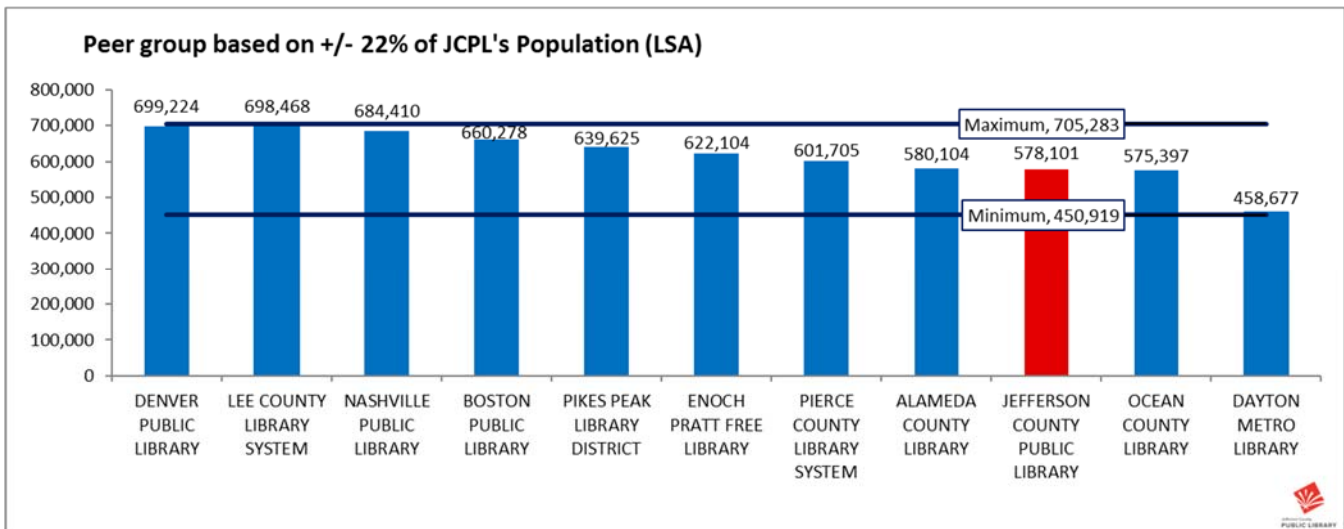
For the purpose of this study the selection criteria "population" is defined as the number of people residing in the Legal Service Area (LSA) of a public library. For JCPL the LSA refers to Jefferson County. The selection criteria "operating revenue per capita" refers to the funds received for operating the libraries, broken down to reflect the available budget per county resident.

Peer group

The benchmarking peers including JCPL were selected based on a defined range of:

- **Population LSA +/- 22 percent of JCPL's**
(578,101 in 2017, range 450,919 – 705,283)
- **Operating revenue per capita +/-22 percent of JCPL's**
(\$65.44 in 2017; range \$51.04 - \$79.83)

Eleven public libraries including JCPL were selected as part of the 2017 benchmarking peer group. The following graphs show JCPL's placement in the 2017 peer group in the upper range of operating revenue per capita, and in the lower range of the group in terms of size of population served. There are no new peers to the group in 2017.



The following three 2016 peers are no longer included in the 2017 benchmarking data set due to falling outside the defined range for operating revenue per capita:

- **OK – TULSA CITY COUNTY LIBRARY SYSTEM**
- **WA - FORT VANCOUVER REGIONAL LIBRARY DISTRICT**
- **WA - TIMBERLAND REGIONAL LIBRARY**

As mentioned previously, the following Colorado public library is included specifically in the 2017 peer set, even though slightly outside the defined revenue per capita this year. This library has been an important local benchmarking partner since 2012, which drove the decision for making this exception.

- **CO – PIKES PEAK LIBRARY DISTRICT**

Executive summary

After years of budget constraints, reduced open hours, and cuts in collection and staffing expenditures, 2016 marked the beginning of a higher budget era for JCPL which resulted from the successful passing of the mill levy in November 2015. In April 2016 the expanded public service hour schedule was implemented, and 2017 was the first full year of JCPL operating on extended hours. JCPL also realized its first comprehensive and large-scale remodeling project for Columbine, one of its biggest library branches in 2017.

JCPL's strategic focus for 2017 was to invest in its collection. The extent of these investments was significant. JCPL spent the highest amount of all peers on library materials in 2017, and allocated the highest percentage of operating expenditures towards the collection. Compared to the previous year the collection budget increased by 43 percent, and the collection size was increased by 6 percent. The community response is measured in the use of library materials. The industry has experienced a declining trend in circulations for the past 6 years (www.plametrics.org), but JCPL was able to increase circulation by 1 percent from 2016. When benchmarked against its peer libraries, JCPL emerged as a clear leader in collection use, with the highest circulation per capita, confirming not only the choices made for the collection, but also their value for the community.

Following JCPL's strategic focus on the collection in 2017, investments on staffing and additional hires remained conservative. JCPL allocated the 2nd lowest percentage of operating expenditures towards salaries and benefits. A third-party organizational analysis was conducted to gain insights on how to structure JCPL in the future, anticipating growth of the organization.

Operating revenue and expenditures:

JCPL recorded the 3rd highest revenue per capita of the 2017 peer group, showing JCPL on the high end in relative spending capacity based on population size. JCPL's operating expenditures per capita were 9th lowest in comparison benchmarked against the peer libraries, reflecting more conservative spending which was intentional due to a number of capital investments made in 2017, such as the remodel of Columbine, technology investments and maintenance projects.

JCPL continued to demonstrate a high level of market penetration. JCPL ranked 4th highest in active cardholders as percent of the population served when compared to the peer libraries. This speaks to a very engaged relationship between JCPL and its community and explains the successful ranking of JCPL observed in all library use measures.

Measures of community value:

- **Use of materials**

JCPL ranked **1st in circulation per capita** measuring the return on the collection investments made in 2017. The purchased materials included physical and e-materials recognizing increasing demand in these material types. Electronic circulation showed a significant increase, which confirmed the observed industry trend (www.plametrics.org) towards using digital media, and was facilitated by specific purchases in this segment. JCPL also **ranked 1st in total collection use**, which included the databases in addition to physical and electronic materials, and was a clear testimony to the investments and purchasing selections made by JCPL for its 2017 collection.

- **Visits**

JCPL ranked **6th in physical visits per capita**. When related to its capacity of hours, JCPL ranked as **2nd busiest library per public service hour** in comparison to the peer libraries. The high visits-per-hour ratio would hint at imminent limitations with current public service hours per branch. JCPL had the **4th highest website visits per capita** in the benchmarking comparison. Both physical and virtual visits speak to the level of awareness and use of the library by the community.

- **Program attendance**

JCPL has always shown a strong commitment to programming as a way to connect, educate, support, and build relationships with its community. **JCPL offered the 7th highest number of programs per 1,000 capita**, and had the **6th highest number of program attendees per capita** compared to the benchmarking peers in 2017. These results underscore community engagement in programming and speak to the continued success of JCPL programming as an important and integral part of library services.

Summary data table 2017

2017 BENCHMARKING PARAMETERS	JCPL 2017	JCPL Ranking (descending) 2017	25th Percentile 2017	50th Percentile 2017	75th Percentile 2017	Δ JCPL- Median (2017)	% Δ JCPL- Median (2017)	Δ JCPL (2017-2016)	% Δ JCPL (2017-2016)	JCPL 2017	JCPL 2016	JCPL 2015	JCPL 2014	JCPL 2013
Population of legal service area (LSA)	578,101	9	579,103	622,104	672,344	44,003	-7%	6,642	1%	578,101	571,459	565,535	548,557	537,219
Active cardholders	320,551	6	280,339	320,551	362,321	0.00	0%	41,330	-11%	320,551	361,881	350,433	341,446	332,503
Active cardholders as % of population	55%	4	43%	48%	61%	7%	15%	-8%	-12%	55%	63%	62%	62%	62%
Library square footage per capita	0.38	10	0.47	0.67	1.03	0.29	-43%	0.00	-1%	0.38	0.39	0.40	0.41	0.42
Public service yours per 1,000 capita <i>(actual open hours)</i>	53	9	60	74	89	21	-29%	0.22	0%	53	53	43	45	46
Operating revenue per capita	\$65.44	3	\$51.36	\$62.95	\$65.20	\$2.49	4%	\$9.01	16%	\$65.44	\$56.42	\$44.16	\$45.24	\$47.35
Operating expenditures per capita	\$52.36	6	\$49.83	\$52.36	\$65.12	\$0.00	0%	\$6.33	14%	\$52.36	\$46.03	\$42.64	\$38.83	\$43.77
FTE per 1,000 capita	0.44	9	0.45	0.54	0.74	0.09	-17%	0.02	4%	0.44	0.43	0.39	0.40	0.41
Collection size per capita	1.95	9	2.14	2.39	3.13	0.44	-18%	0.09	5%	1.95	1.87	1.74	2.03	2.26
Website visits per capita <i>(including catalog sessions as of 2017)</i>	7.82	4	4.47	5.87	9.91	2	33%	3,051,188	N/A	7.82	5.34	5.04	5.87	N/A
Visits per capita	4.51	6	3.65	4.51	5.38	0.00	0%	0.09	-2%	4.51	4.60	4.35	4.47	4.73
Circulation per capita <i>(physical and electronic)</i>	13.79	1	7.09	10.30	12.24	3.49	34%	0.04	0%	13.79	13.83	12.74	13.49	14.13
Circulation per year <i>(physical and electronic)</i>	7,971,823	2	4,767,388	6,058,728	7,048,577	1,913,095	32%	70,910	1%	7,971,823	7,900,913	7,202,744	7,402,527	7,589,979
Database retrievals	1,340,100	1	401,332	418,225	681,748	921,876	220%	N/A	N/A	1,340,100	N/A	N/A	N/A	N/A
Total collection use	9,311,923	2	5,180,768	6,615,212	7,220,983	2,696,711	41%	N/A	N/A	9,311,923	N/A	N/A	N/A	N/A
Total collection use per capita	16.11	1	7.93	10.92	12.85	5.19	48%	N/A	N/A	16.11	N/A	N/A	N/A	N/A
Programs per 1,000 capita	19	7	15	19	23	0.57	-3%	1.33	8%	19	17	14	13	11
Program attendance per 1,000 capita	423	6	262	423	481	0.00	0%	16.07	4%	423	407	368	366	307

Benchmarking measures 2017

Operating revenue, Operating expenditures

JCPL had 3rd highest operating revenue per capita, but conservative operating expenses at the median (6th rank) of the peer group, due to capital investments in 2017.

For JCPL this was the second year of operating on a higher budget after successfully passing a mill levy at the end of 2015. JCPL spent conservatively at the median of the peer group (6th rank). A comparatively big contribution was made towards the library materials budget, while the approach for staff expenditures remained conservative.

- Total operating revenue increased by 17 percent from 2016 to \$37,829,859 in 2017.
- JCPL's had the 3rd highest operating revenue per capita of \$65.44.
- Total operating expenditures increased by 15 percent from 2016 to \$30,270,786 in 2017.
- JCPL ranked at the median for operating expenditures per capita of \$52.35.
- \$7,068,226 of operating revenue was dedicated to capital projects.

Material expenditures

JCPL had highest material expenditures (1st rank), reflecting the focus on the collection in 2017, and generating high collection use.

The 2017 budget focused on the collection. JCPL allocated 27.41 percent of operating expenditures towards materials. The allocation to materials by JCPL was approximately twice as high as the percentage of operating expenses the median of the peer group allocated towards material expenditures. In comparison PLDS studies (www.plametrics.org) have found 12 percent material expenditures of operating expenditures to be the common general industry average.

- Total material expenditures increased by 43 percent from 2016 to \$8,296,242 in 2017.
- Total collection size increased by 6 percent from 2016 to 1,128,974 items in 2017.

The purchases made for the collection included physical as well as electronic materials and databases. JCPL's collection size marked below the 25th percentile in 2017. By making investments in electronic materials and databases JCPL has been able to increase access to materials under the current facility constraints of square footage and branches.

The community response was measured in the use of library materials.

Collection Use

JCPL ranked 1st in Circulation per capita (measuring physical and electronic materials),
 JCPL ranked 1st in Total collection use per capita (measuring physical, electronic materials, and
 databases)

2017 Benchmarking Peers	Material expenses	Collection Size	Circulation per capita	Collection use per capita
JCPL Rank*	1	9	1	1
ALAMEDA COUNTY LIBRARY	\$4,159,919	1,238,782	10.44	10.92
DENVER PUBLIC LIBRARY	\$4,136,774	15,808,507	7.08	7.71
PIERCE COUNTY LIBRARY SYSTEM	\$4,123,054	N/A	12.90	14.44
PIKES PEAK LIBRARY DISTRICT*	\$5,621,441	1,783,820	13.55	14.12
LEE COUNTY LIBRARY SYSTEM	\$2,969,346	2,198,454	1.77	3.20
BOSTON PUBLIC LIBRARY	\$4,322,354	1,827,512	9.58	10.07
ENOCH PRATT FREE LIBRARY	\$5,171,237	2,261,878	7.10	7.70
OCEAN COUNTY LIBRARY	\$3,416,977	1,281,926	7.07	8.14
DAYTON METRO LIBRARY	\$3,818,597	1,292,420	10.30	10.99
NASHVILLE PUBLIC LIBRARY	\$4,393,635	1,046,934	11.58	11.58
JCPL 2017	\$8,296,242	1,128,974	13.79	16.11
JCPL 2016	\$5,816,450	1,067,295	13.83	N/A
25th Percentile 2017	\$3,970,826	1,249,568	7.09	7.93
50th Percentile (MEDIAN) 2017	\$4,159,919	1,538,120	10.30	10.92
75th Percentile 2017	\$4,782,436	2,105,719	12.24	12.85
Δ JCPL- Median (2017)	\$4,136,323	-409,146	3.49	5.19
% Δ JCPL- Median (2017)	99%	-27%	34%	48%
Δ JCPL (2017-2016)	\$2,479,792	61,679	-0.04	N/A
% Δ JCPL (2017-2016)	43%	6%	-0.26%	N/A

JCPL peers listed in alphabetical order.

JCPL saw a high return on the collection investments made, recording the highest circulation per capita for physical and electronic items in 2017. PLDS started to measure the number of database retrievals in 2017, which enables us to evaluate total collection use for the first time. Total collection use is adding the number of database retrievals to the circulation numbers of physical and electronic

materials. Database retrievals capture full text retrievals or downloads, record views, full record accessed, videos watched, lessons viewed, and include learning databases like Lynda.com.

- JCPL circulated a total of 7,971,823 physical and electronic items in 2017.
- JCPL's Circulation per capita was 13.79 items.
- Total database use was 1,340,100 retrievals.
- Total collection use per capita was 16.11 items. (including databases)

It needs to be noted that JCPL showed the highest (1st rank) circulation per capita in the peer group with the 2nd smallest collection size and the smallest square footage of public library space.

JCPL had not only made substantial investments in the collection in 2017, but also set initiatives to connect customers with the collection through staff expertise, better promotion and marketing of the library materials, and by improving navigation support for digital browsing. The frequent collection use confirmed ease of access to the materials, the selection of the materials, and the community's increased awareness of the collection.

Staff expenditures

JCPL had lowest staff expenditures (10th rank) in comparison to the peer libraries, reflecting conservative hiring in 2017.

JCPL allocated 53.09 percent of operating expenses towards staff salaries and benefits, reflecting JCPL's conservative approach for staff expenditures, while a third-party organizational analysis was under way to provide input to JCPL's organizational development and future structure anticipating growth of the organization. JCPL ranked 10th lowest in staff expenditures, remaining below the 25th percentile of the peer libraries, and also below the general library average ranging from 60-70 percent of operating expenditures commonly in PLDS studies (www.plametrics.org).

PLDS counts FTE as the Full Time staff equivalent to actual worked hours, calculated for a 40 hour work week, and annualized over the 52 weeks of the year. The 2017 FTE count for JCPL represented staffing for a first full year of the expanded public service hours schedule.

- JCPL's staff expenditures amounted to \$16,071,770 in 2017.
- JCPL counted 256 FTE in 2017, and
- 0.44 FTE per 1,000 capita.

Program attendance

JCPL ranked 6th in program attendance per 1,000 capita, and offered the 7th highest number of programs per 1,000 capita.

The number of JCPL programs offered increased 9 percent from 2016, which can be partly attributed to 2017 being the first full year operating on expanded hours. Program attendance increased by 5 percent from 2016.

- JCPL offered a total number of 10,759 programs in 2017, and
- 19 programs per 1,000 capita.

JCPL offered the 7th highest number of programs per 1,000 capita, and had the 6th highest number of program attendance per 1,000 capita.

- 244,503 people attended JCPL programs in 2017, and
- 423 program attendance per 1,000 capita.

These results speak to the continued success of JCPL programming which has always been an important and integral part of JCPL library services.

2017 Benchmarking Peers	Staff expenses	FTE per 1,000 capita	Programs per 1,000 capita	Program Attendance per 1,000 capita
JCPL Rank*	10	9	7	6
ALAMEDA COUNTY LIBRARY	\$17,247,719	0.42	16	316
DENVER PUBLIC LIBRARY	\$25,373,158	7.79	19	357
PIERCE COUNTY LIBRARY SYSTEM	\$20,317,793	0.68	24	521
PIKES PEAK LIBRARY DISTRICT*	\$36,469,367	0.91	29	594
LEE COUNTY LIBRARY SYSTEM	\$26,187,133	0.68	13	207
BOSTON PUBLIC LIBRARY	\$12,881,842	0.29	6	120
ENOCH PRATT FREE LIBRARY	\$20,297,252	0.54	21	505
OCEAN COUNTY LIBRARY	\$27,347,154	0.80	23	458
DAYTON METRO LIBRARY	\$21,845,018	0.46	7	127
NASHVILLE PUBLIC LIBRARY	\$17,652,309	0.51	22	430
JCPL 2017	\$16,071,770	0.44	19	423
JCPL 2016	\$15,371,707	0.43	17	407
25th Percentile 2017	\$17,450,014	0.45	15	262
50th Percentile (MEDIAN) 2017	\$20,317,793	0.54	19	423
75th Percentile 2017	\$25,780,146	0.74	23	481
Δ JCPL- Median (2017)	-\$4,246,023	-0.09	-0.57	0.00
% Δ JCPL- Median (2017)	-21%	-17%	-3%	0%
Δ JCPL (2017-2016)	\$700,063	0.02	1	16
% Δ JCPL (2017-2016)	5%	3.73%	7.68%	3.95%

JCPL peers listed in alphabetical order.

Market penetration

JCPL recorded 4th highest number of active cardholders as a percentage of population after 2017 customer database maintenance.

In 2017 JCPL counted 320,551 registered cardholders, and marked at the median of the benchmarking peer group with this number. Compared to 2016, JCPL recorded a decrease in cardholders by 11 percent, which can be attributed to the deletion of 72,019 inactive cards for annual customer database maintenance. With a number of cardholders equivalent to 55 percent of Jefferson County residents, JCPL recorded the 4th highest number of cardholders in percent of population. This data point shows a high level of market penetration when related to the population and when compared to the peer group. It speaks to the high level of engagement of the community with JCPL and the services offered.

Visits

JCPL was the 6th most visited library compared to the peer group, but recorded the highest number of physical visits per square footage.

Visits are one of the measures of community value (besides collection use, and program attendance) that can be used to profile a library and to evaluate customer satisfaction with library services indirectly.

- JCPL recorded a total of 2,608,238 physical visits in 2017, and
- 4.51 visits per capita.

JCPL ranked 6th in visits per capita, but when measuring visits based on square footage of public library space, JCPL ranked 1st of the benchmarking group. JCPL had the most visits per square foot, the highest foot traffic.

Website visits have gained increased importance over the last years with readers developing a growing affinity towards digital collection services, online browsing of events and items, and managing their library accounts. The measure of website visits has been changed to include catalog browsing in 2017, when it had been excluded from the count previously.

- JCPL recorded a total of 4,518,931 website visits in 2017, and
- 7.82 visits per capita.

JCPL recorded the 4th highest number of website visits per capita.

Facilities and Public service hours

JCPL shows limitations with 10th lowest square footage per capita, and 3rd highest public service hours per square footage.

Given the growth of the Jefferson County population over the past decades, JCPL continues to fall behind with its existing facilities. No expansions have been made since 1991. In 2017 JCPL began to work on a Facility Master Plan to plan for additional services needed to support population growth.

- JCPL operated the smallest number of branches (10) in 2017, while
- the median of the peers marked at 20 branches.
- JCPL ranked 10th smallest library with 0.38 square feet per capita

JCPL had 220,907 square feet in 2017, and would need to add 167,395 square feet to meet the median square footage.

Square footage is an important parameter when comparing with other libraries as there are many key indicators that are influenced by it, for example size of collection, circulation, service hours, program attendance, and visits.

Based on the current square footage, JCPL showed high utilization of its space.

- JCPL offered the 3rd highest number of public service hours per 1,000 square foot, and
- marked above the 75th percentile of the peer group.

This shows that JCPL is maximizing hours per outlet compared to the majority of the peer libraries, and again hints at future limitations given population growth.

- JCPL ranked 2nd lowest in public service hours offered per 1,000 capita, and
- remained below the 25th percentile.

Appendix

Methodology

This report presents benchmarking data from a sample of eleven US public libraries, including JCPL, frequently referred to as “peer group” or “benchmarking group” in this document. The benchmarking study is based on library data from the 2017 fiscal year, historic JCPL data is provided additionally when available.

JCPL is using rank within and deviation from the comparison peer group based on the calculated median (50th percentile) for benchmarking. JCPL strives to meet or surpass the median value of the peer libraries. The 75th percentile is used as a secondary measure of “best library performance” and as such a data point JCPL aspires to reach over time with capital projects and investments that are realized or take effect gradually over time.

For the purpose of obtaining a quick benchmarking point, JCPL is ranked within the peer group for every benchmarking parameter. The table below references relation to the median for all ranks.

JCPL Ranking against peers	1	2	3	4	5	6	7	8	9	10	11
	Above 50th Percentile					Median (50 th Percentile)	Below 50th Percentile				

Within the peer group of eleven, when ranked 1-5, JCPL would mark above the 50th percentile, when ranked 7-11, JCPL would mark below the 50th percentile. The 6th rank represents the median. The median is referred to as the 50th percentile interchangeably in this document, and marks the midpoint in the data where 50% of the data fall below this point, and 50% fall above it.

In this report JCPL is benchmarked primarily against the median, while aiming to meet or surpass it. The difference to the median is illustrated in the tables provided throughout the report, with green color coding for “at or above the median” and red color coding for “below the median”. This allows for a quick reference as to JCPL’s relative position to the median. The Summary data table focuses on per capita ratios of which many are also part of the Strategic Scorecard.

A Comprehensive data table displays the peer libraries’ individual data, and provides annual counts in addition to the corresponding per capita ratios. Per capita ratios measure a library’s capability of serving its population or community, as they help put absolute values into perspective to population size. Per capita ratios also measure whether the annual counts of any given parameter can sustain population growth over time.

Comprehensive data table 2017

	ALAMEDA COUNTY LIBRARY	BOSTON PUBLIC LIBRARY	DAYTON METRO LIBRARY	DENVER PUBLIC LIBRARY	ENOCH PRATT FREE LIBRARY	LEE COUNTY LIBRARY SYSTEM	NASHVILLE PUBLIC LIBRARY	OCEAN COUNTY LIBRARY	PIERCE COUNTY LIBRARY SYSTEM	PIKES PEAK LIBRARY DISTRICT	JCPL 2017	JCPL Ranking (descending) 2017	25th Percentile 2017	50th Percentile 2017	75th Percentile 2017	Δ JCPL-Median (2017)	% Δ (2017)	Δ JCPL (2017-2016)	% Δ (2017-2016)	JCPL 2017	JCPL 2016	JCPL 2015	JCPL 2014	JCPL 2013
2017 BENCHMARKING PARAMETERS																								
Population of legal service area (LSA)	580,104	660,278	458,677	699,224	622,104	698,468	684,410	575,397	601,705	639,625	578,101	9	579,103	622,104	672,344	44,003	-7%	6,642	1%	578,101	571,459	565,535	548,557	537,219
Cardholders per year	395,120	277,742	401,356	465,262	286,948	282,935	329,521	257,402	322,744	258,129	320,551	6	280,339	320,551	362,321	0.00	0%	41,330	-11%	320,551	361,881	350,433	341,446	332,503
Cardholders as % of population	68%	42%	88%	67%	46%	41%	48%	45%	54%	40%	55%	4	43%	48%	61%	7%	15%	-8%	-12%	55%	63%	62%	62%	62%
Number of library branches	10	24	20	25	21	14	20	20	20	13	10	10	14	20	21	10	-50%	0	0%	10	10	10	10	10
Library square footage (MAIN and BRANCHES)	345,810	970,000	519,317	844,366	572,278	287,934	552,516	388,302	217,824	340,262	220,907	10	314,098	388,302	562,397	167,395	-43%	0	0%	220,907	220,907	225,569	225,569	225,562
Library square footage per capita	0.60	1.47	1.13	1.21	0.92	0.41	0.81	0.67	0.36	0.53	0.38	10	0.47	0.67	1.03	0.29	-43%	0.00	-1%	0.38	0.39	0.40	0.41	0.42
Public service hours per year (actual open hours)	17,836	53,472	59,694	64,524	42,474	33,620	50,467 *	54,460	51,304	44,819	30,453	10	38,047	50,467	53,966	20,014	-40%	1,601	6%	30,453	28,852	24,192	24,666	24,565
Public service yours per 1,000 capita (actual open hours)	31	81	130	92	68	48	74	95	85	70	53	9	60	74	89	21	-29%	0.22	0%	53	53	43	45	46
Collection size	1,238,782	15,808,507		1,783,820	2,198,454	1,827,512	2,261,878	1,281,926	1,292,420	1,046,934	1,128,974	9	1,249,568	1,538,120	2,105,719	409,146	-27%	61,679	6%	1,128,974	1,067,295	981,733	1,114,621	1,215,004
Collection size per capita	2.14	23.94		2.55	3.53	2.62	3.30	2.23	2.15	1.64	1.95	9	2.14	2.39	3.13	0.44	-18%	0.09	5%	1.95	1.87	1.74	2.03	2.26
Website visits per year (including catalog sessions as of 2017)	2,594,035			6,930,750	2,228,556	12,158,497	12,783,191	1,168,790	3,533,795	2,915,535	4,518,931	4	2,594,035	3,533,795	6,930,750	985,136	28%	1,467,735	N/A	4,518,931	3,051,196	2,848,152	3,217,724	N/A
Website visits per capita (including catalog sessions as of 2017)	4.47			9.91	3.58	17.41	18.68	2.03	5.87	4.56	7.82	4	4.47	5.87	9.91	2	33%	3,051,188	N/A	7.82	5.34	5.04	5.87	N/A
Visits per year	2,241,187	3,818,883	2,508,844	4,379,144	1,542,278	2,424,183	3,615,302	2,193,108	2,097,680	3,292,799	2,608,238	5	2,217,148	2,508,844	3,454,051	99,394	4%	20,496	-1%	2,608,238	2,628,734	2,458,315	2,452,635	2,541,642
Visits per capita	3.86	5.78	5.47	6.26	2.48	3.47	5.28	3.81	3.49	5.15	4.51	6	3.65	4.51	5.38	0.00	0%	0.09	-2%	4.51	4.60	4.35	4.47	4.73
Circulation per capita (physical and electronic)	10.44	7.08	12.90	13.55	1.77	9.58	7.10	7.07	10.30	11.58	13.79	1	7.09	10.30	12.24	3.49	34%	0.04	0%	13.79	13.83	12.74	13.49	14.13
Circulation per year (physical and electronic)	6,058,728	4,672,933	5,917,567	9,471,889	1,100,132	6,688,300	4,861,843	4,068,424	6,199,600	7,408,854	7,971,823	2	4,767,388	6,058,728	7,048,577	1,913,095	32%	70,910	1%	7,971,823	7,900,913	7,202,744	7,402,527	7,589,979
Database retrievals	274,980	420,837	704,740	399,801	891,471	344,812	405,923	612,772	415,612		1,340,100	1	401,332	418,225	681,748	921,876	220%	N/A	N/A	1,340,100	N/A	N/A	N/A	N/A
Collection use (physical, electronic, and databases)	6,333,708	5,093,770	6,622,307	9,871,690	1,991,603	7,033,112	5,267,766	4,681,196	6,615,212	7,408,854	9,311,923	2	5,180,768	6,615,212	7,220,983	2,696,711	41%	N/A	N/A	9,311,923	N/A	N/A	N/A	N/A
Collection use per capita (physical, electronic, and databases)	10.92	7.71	14.44	14.12	3.20	10.07	7.70	8.14	10.99	11.58	16.11	1	7.93	10.92	12.85	5.19	48%	N/A	N/A	16.11	N/A	N/A	N/A	N/A
Programs per year	9,470	12,665	10,882	20,335	8,220	3,982	14,120	13,209	4,424	14,320	10,759	7	8,845	10,882	13,665	123	-1%	882	9%	10,759	9,877	7,788	7,287	5,960
Programs per 1,000 capita	16	19	24	29	13	6	21	23	7	22	19	7	15	19	23	0.57	-3%	1.33	8%	19	17	14	13	11
Program attendance	183,429	235,868	238,917	415,503	128,828	83,703	345,642	263,379	76,470	274,932	244,503	5	156,129	238,917	269,156	5,586	2%	11,991	5%	244,503	232,512	208,354	200,571	164,817
Program attendance per 1,000 capita	316	357	521	594	207	120	505	458	127	430	423	6	262	423	481	0.00	0%	16.07	4%	423	407	368	366	307
FTE (Full-time equivalent) per year	243	5,141	311	637	421	206	368	460	277	323	256	9	267	323	441	67	-21%	12	5%	256	244	221	219	218
FTE per 1,000 capita	0.42	7.79	0.68	0.91	0.68	0.29	0.54	0.80	0.46	0.51	0.44	9	0.45	0.54	0.74	0.09	-17%	0.02	4%	0.44	0.43	0.39	0.40	0.41
Operating revenue per year	\$29,878,083	\$50,193,730	\$28,872,555	\$48,121,332	\$39,532,400	\$37,600,300	\$35,055,322	\$37,373,870	\$30,771,221	\$30,957,937	\$37,829,859	4	\$30,864,579	\$37,373,870	\$38,681,130	\$455,989	1%	\$5,585,347	17%	\$37,829,859	\$32,244,512	\$24,975,800	\$24,815,991	\$24,497,310
Operating revenue per capita	\$51.50	\$76.02	\$62.95	\$68.82	\$63.55	\$53.83	\$51.22	\$64.95	\$51.14	\$48.40	\$65.44	3	\$51.36	\$62.95	\$65.20	\$2.49	4%	\$9.01	16%	\$65.44	\$56.42	\$44.16	\$45.24	\$47.35
Operating expenditures per year	\$28,583,101	\$41,750,784	\$30,881,049	\$47,975,534	\$41,549,101	\$26,245,700	\$34,492,540	\$36,514,397	\$30,769,488	\$29,763,430	\$30,270,786	8	\$30,017,108	\$30,881,049	\$39,031,749	\$610,263	-2%	\$3,963,937	15%	\$30,270,786	\$26,306,849	\$24,112,944	\$21,299,925	\$23,516,718
Operating expenditures per capita	\$49.27	\$63.23	\$67.33	\$68.61	\$66.79	\$37.58	\$50.40	\$63.46	\$51.14	\$46.53	\$52.36	6	\$49.83	\$63.23	\$65.12	\$0.00	0%	\$6.33	14%	\$52.36	\$46.03	\$42.64	\$38.83	\$43.77
Staff expenditures (salaries and benefits) per year	\$17,247,719	\$25,373,158	\$20,317,793	\$36,469,367	\$26,187,133	\$12,881,842	\$20,297,252	\$27,347,154	\$21,845,018	\$17,652,309	\$16,071,770	10	\$17,450,014	\$20,317,793	\$25,780,146	\$4,246,023	-21%	\$700,063	5%	\$16,071,770	\$15,371,707	\$13,442,148	\$13,104,625	\$13,531,330
Material expenditures per year	\$4,159,919	\$4,136,774	\$4,123,054	\$5,621,441	\$2,969,346	\$4,322,354	\$5,171,237	\$3,416,977	\$3,818,597	\$4,393,635	\$8,296,242	1	\$3,970,826	\$4,159,919	\$4,782,436	\$4,136,323	99%	\$2,479,792	43%	\$8,296,242	\$5,816,450	\$3,433,873	\$3,337,282	\$3,171,195
% Staff expenditures of total operating expenditures	60.34%	60.77%	65.79%	76.02%	63.03%	49.08%	58.85%	74.89%	71.00%	59.31%	53.09%	10	59%	61%	68%	-7.68%	-13%	-5.34%	-9%	53.09%	58.43%	56.06%	61.52%	57.54%
% Materials expenditures of total operating expenditures	14.55%	9.91%	13.35%	11.72%	7.15%	16.47%	14.99%	9.36%	12.41%	14.76%	27.41%	1	11%	13%	15%	14%	105%	5%	24%	27.41%	22.11%	14.32%	15.67%	13.48%

