

For our continuing discussion on Output and Outcomes, I have attached a spreadsheet (which I shared briefly at the February 8th board meeting) on specific outputs. There are four outputs in this attached spreadsheet, derived from the Colorado State Library's Library Research Service: <https://www.lrs.org/data-tools/public-libraries/annual-statistics/>

- ✓ Total Circulation for each year
- ✓ Visits per capita
- ✓ Circulation per capita
- ✓ Registration as a % of population

The years covered are 2015 through 2019, and include many libraries along the Front Range. If it is a Larimer County Library, the name of the Library is in red. You will notice there are shades of green and red in the columns. 2015 is the base year, and in each succeeding year, if the output increased, I shaded the cell green. If the output decreased, I shaded the cell red. If there was no change, the shade of the cell remained white.

As a whole, we can always do a better job establishing key performance indicators (such as the attached outputs) to see if the outcomes we hope to achieve are actually happening. One of the drivers to hire a Programming and Events coordinator is to establish outcomes that align with what our community wishes to achieve and offer programs and events to have these outcomes come to fruition. Our library district, along with most public libraries, believe that aligning the outcomes of the library to the outcomes of the community is the best direction.

Some libraries are now taking a different approach. The Douglas County Library, southeast of Denver, is working on changing their performance indicators by targeting customer outcomes rather than societal or community outcomes, because their library leadership does not feel comfortable connecting societal-level linkages yet. They plan to measure customer loyalty and satisfaction and customer market share. One of the tools they plan to use is the Net Promoter score, developed by OrangeBoy, the data analytics company the library district also uses.

The attached outputs can lead one to assume possible outcomes for our library district. As Joe Wise mentioned at the last board meeting, circulation of physical materials is down 40% from near or around 2010-2012 years. Even though the circulation of physical materials is down significantly, our total circulation is relatively steady, which indicates our users appreciate and use downloadable items from the convenience of his/her own home or place of work. If we do not need as many physical items, we can re-purpose space for users to offer programs, services and collaborative spaces our users desire, which help move our community forward. While our physical circulation is down 40%, our visits been reduced from 1,036,817 to 997,353 visits, or a 3.8% decline from 2015-2019. Due in increases in population in our district, the per capita visits in 2015 of 5.44 visits has been reduced to 4.88 visits per capita in 2019, which is down approximately 10%. We can share people are using the library more for other programs and services rather than circulating physical materials. This is further confirmed as library card registration as a percentage of total population has held steady at 80%

Like all of you, library leadership is interested in finding ways to use our outputs to better measure the outcomes we are seeking. There are many other methods such as surveys, evaluation forms, focus groups, comments, city and county statistics, school metrics we can use to determine if the outcomes we hope to achieve are being realized. Combined with outputs, we hopefully get a clearer picture if our services are accomplishing what we want them to.

Circulation Per Capita 2015-2019

	2015	2016	2017	2018	2019
Arapahoe Library District	16.6	16.29	16.64	16.94	19.98
Aurora Public Library	2.86	3.06	2.87	2.82	2.7
Berthoud Community Library District	4.44	5.19	4.16	4.09	3.17
Boulder Public Library	12.83	13.73	14.19	14.55	17.44
Broomfield/Eisenhower Public Library	11.47	10.41	11.18	11.21	12.21
Clearview Library District (Windsor-Severance)	14.59	16.76	16.95	17.59	15.37
Denver Public Library	13.7	13.65	13.66	13.01	13.07
Douglas County Libraries	22.98	21.1	20.19	21.13	19.72
Estes Valley Public Library District	16.81	19.64	15.9	13.5	12.47
Garfield County Public Library District	9.96	11.05	9.04	8.22	7.69
High Plains Library District (Weld County)	10.82	9.94	9.32	9.62	7.77
Jefferson County Public Library	12.9	13.98	13.94	13.56	14.08
Lafayette Public Library	12.57	9.83	12.53	12.78	15.44
Longmont Public Library	14.1	10.44	11.56	10	11.48
Louisville Public Library	15.04	16.56	16.27	14.31	17.94
Loveland Public Library	8.81	13.94	10	11.21	12.78
Mesa County Public Library District	9.34	9.42	8.89	8.44	8.63
Pikes Peak Library District	13.01	12.25	11.58	11.27	12.49
Poudre River Public Library District	16.05	15.45	14.37	14.35	13.74
Pueblo City-County Library District	18.04	15.67	15.66	14.11	12.81
Rangeview Library District (Adams County)	6.05	5.83	5.87	5.84	5.48
Red Feather Mountain Library District	14.21	14.64	18.04	19.52	19.66
Westminster Public Library	7.48	7.02	6.66	5.95	5.53

Circulation 2015-2019

	2015 Total Circulation	2016 Total Circulation	2017 Total Circulation	2018 Total Circulation	2019 Total Circulation
Arapahoe Library District	4,269,994	4,246,899	4,367,694	4,482,194	5,286,473
Aurora Public Library	1,002,186	1,092,078	1,039,694	1,026,599	1,007,619
Berthoud Community Library District	56,055	65,936	62,317	62,781	60,633
Boulder Public Library	1,350,156	1,473,520	1,529,187	1,556,715	1,856,404
Broomfield/Eisenhower Public Library	709,234	674,701	740,497	763,876	848,257
Clearview Library District (Windsor-Severance)	344,662	407,024	425,905	456,470	411,441
Denver Public Library	9,097,572	9,323,082	9,471,889	9,177,896	9,379,211
Douglas County Libraries	7,228,255	6,793,987	6,629,563	7,091,798	6,760,558
Estes Valley Public Library District	208,792	251,196	207,035	177,693	167,055
Garfield County Public Library District	573,279	641,917	533,393	486,382	459,782
High Plains Library District (Weld County)	2,781,499	2,640,378	2,555,135	2,728,788	2,275,342
Jefferson County Public Library	7,202,744	7,900,913	7,971,823	7,798,419	8,159,104
Lafayette Public Library	336,613	270,765	354,917	364,680	446,899
Longmont Public Library	1,281,199	967,026	1,078,949	941,494	1,105,943
Louisville Public Library	494,889	550,017	550,501	489,411	615,345
Loveland Public Library	642,996	1,037,699	760,135	860,902	987,513
Mesa County Public Library District	1,385,063	1,405,658	1,340,385	1,281,568	1,326,006
Pikes Peak Library District	8,013,808	7,688,274	7,408,854	7,330,268	8,274,673
Poudre River Public Library District	3,061,557	3,029,687	2,863,837	2,879,215	2,806,378
Pueblo City-County Library District	2,918,125	2,559,461	2,586,250	2,341,473	2,140,692
Rangeview Library District (Adams County)	2,232,038	2,199,127	2,241,289	2,268,761	2,163,354
Red Feather Mountain Library District	25,393	26,388	32,641	35,326	35,610
Westminster Public Library	836,789	791,944	753,446	672,108	628,287
TOTALS	56,052,898	56,037,677	55,505,336	55,274,817	57,202,579

Registration as % of Population

	2015	2016	2017	2018	2019
Arapahoe Library District	107%	106%	114%	71%	86%
Aurora Public Library	67%	46%	53%	56%	81%
Berthoud Community Library District	48%	52%	46%	48%	42%
Boulder Public Library	133%	131%	114%	118%	125%
Broomfield/Eisenhower Public Library	87%	74%	80%	114%	83%
Clearview Library District (Windsor-Severance)	86%	91%	97%	102%	102%
Denver Public Library	74%	69%	67%	71%	69%
Douglas County Libraries	68%	64%	69%	54%	57%
Estes Valley Public Library District	86%	89%	69%	87%	86%
Garfield County Public Library District	95%	100%	111%	110%	115%
High Plains Library District (Weld County)	45%	45%	41%	40%	38%
Jefferson County Public Library	63%	64%	56%	54%	54%
Lafayette Public Library	76%	81%	100%	89%	85%
Longmont Public Library	100%	93%	84%	89%	102%
Louisville Public Library	81%	89%	83%	83%	74%
Loveland Public Library	68%	66%	61%	67%	82%
Mesa County Public Library District	53%	54%	52%	52%	54%
Pikes Peak Library District	44%	43%	42%	39%	42%
Poudre River Public Library District	84%	80%	80%	81%	80%
Pueblo City-County Library District	75%	84%	73%	81%	57%
Rangview Library District (Adams County)	31%	30%	29%	28%	26%
Red Feather Mountain Library District	100%	114%	92%	103%	116%
Westminster Public Library	100%	105%	109%	62%	57%

Visits per Capita 2015-2019

	2015	2016	2017	2018	2019
Arapahoe Library District	7.46	7.09	7.11	7.01	6.6
Aurora Public Library	2.85	3.25	3.16	2.95	3.17
Berthoud Community Library District	3.91	3.44	2.95	2.96	2.31
Boulder Public Library	9.34	9.16	9.27	9.66	9.4
Broomfield/Eisenhower Public Library	5.35	4.93	4.85	4.63	4.23
Clearview Library District (Windsor-Severance)	11.82	11.26	11.58	9.66	10.32
Denver Public Library	6.32	6.24	6.32	5.87	5.59
Douglas County Libraries	6.15	6	6.43	6.14	4.94
Estes Valley Public Library District	14.32	13.53	13.04	12.54	11.37
Garfield County Public Library District	11.35	11.08	7.21	6.2	6
High Plains Library District (Weid County)	6.5	5.76	5.65	5.25	4.69
Jefferson County Public Library	4.4	4.72	4.6	4.73	4.51
Lafayette Public Library	7.28	5.37	7.14	6.98	6.6
Longmont Public Library	5.6	6.48	8.59	6.44	4.36
Louisville Public Library	7.26	6.83	6.83	6.49	6.78
Loveland Public Library	5.49	5.33	5.15	5.22	5.16
Mesa County Public Library District	5.07	5.16	5.16	4.99	4.81
Pikes Peak Library District	5.78	5.44	5.15	5.01	4.68
Poudre River Public Library District	5.44	5.21	5.09	5.25	4.88
Pueblo City-County Library District	9.99	8.94	8.26	7.89	7.29
Rangewiew Library District (Adams County)	3.45	3.18	2.97	2.91	2.64
Red Feather Mountain Library District	10.31	10.51	10.6	11.9	12.21
Westminster Public Library	3.63	3.63	3.32	3.06	3.48