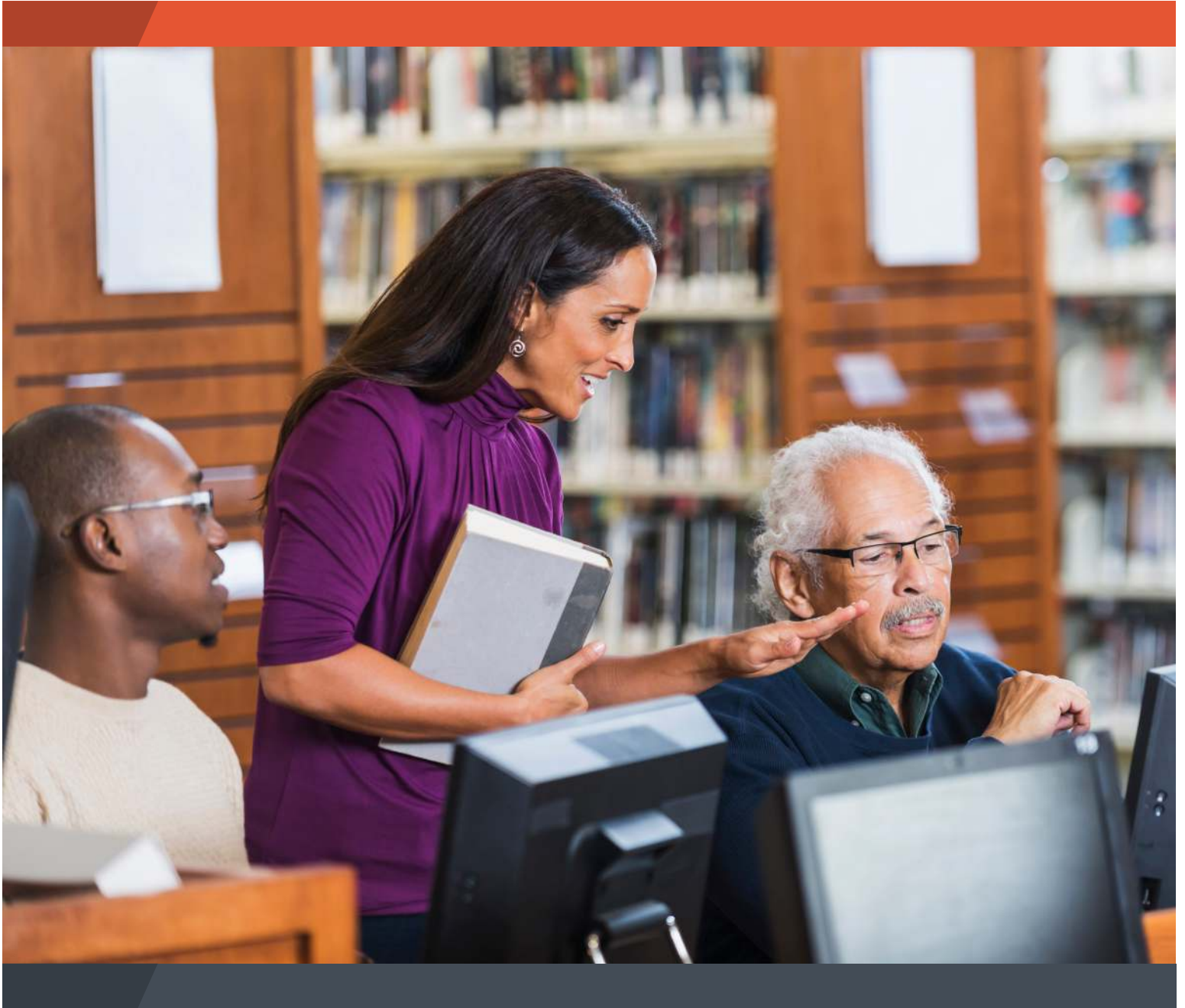




CENTRAL  
ARKANSAS  
LIBRARY  
SYSTEM

# Strategic Plan 2019-2022



Prepared by



## MISSION

The Central Arkansas Library System provides resources and services to help residents reach their full potential, and to inspire discovery, learning, and cultural expression.

## VISION

The Central Arkansas Library System is recognized as a leading community institution improving literacy, the exchange of ideas, workforce development, and social engagement.

## VALUES

- We offer superior customer service
- We believe in the freedom to know
- We respect diverse perspectives and provide access to all
- We cultivate collaboration and innovation both internally and with external partners
- We provide an open and respectful workplace
- We are wise stewards of public resources



## GOALS & STRATEGIES

### GOAL 1: EXTENDING CONNECTIONS WITHIN THE COMMUNITY

**Refocus institutional culture to more directly help residents fulfill their needs and potential.**

#### **Strategies:**

- Open communication channels, through advisory groups, partnerships, task forces, listening sessions, or similar networks and processes, to connect more directly and regularly with the Library's service constituents, especially from under-resourced and under-served communities
- Explore and implement the best options to further foster cultural competency and a welcoming environment in all branches
- Create new staff positions serving as community liaisons or ombudsmen for targeted populations, and actively train and recruit staff at all levels that reflect the community
- Review and implement attainable methods to remove barriers to Library use, including hours of service, transportation, fines, and programming schedules
- Advance a customer-supported self-service model to increase user satisfaction and support, and staff efficiencies



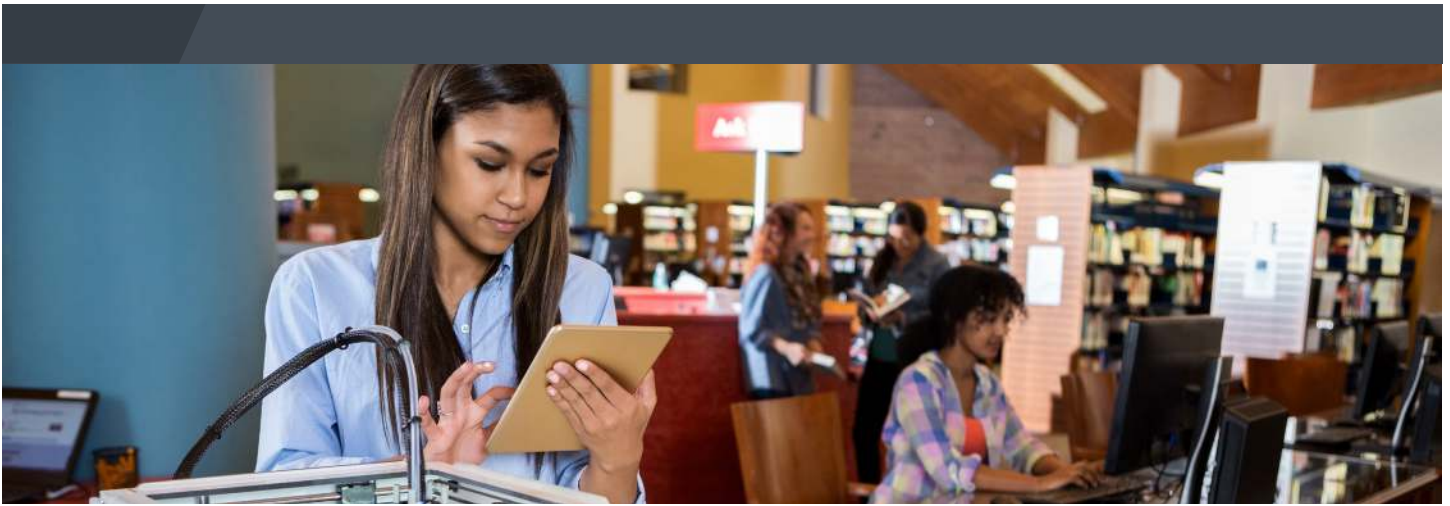
## GOAL 2: SERVICES & COLLECTIONS

**Enhance core community-based services, and re-evaluate the scope and depth of collections, to attract new customers and expand audiences.**

### **Strategies:**

- Diversify programming types, times and locations for all ages, with a focus on identifying and attracting new audiences and current non-users
- Expand outreach services, especially through partnerships, to increase access to a variety of Library services, with a focus on early literacy and workforce development
- Increase branch programs and activities using the resources at the Butler Center, Roberts Library, and other Library Square resources
- Expand access to, and increase resources for, up-to-date and advanced technologies, such as:
  - Equipment and software
  - A wide-range of consumer devices
  - Digital and online resources
  - Broadband, WiFi connections, and hotspots
  - Specialized resources, such as makerspaces or media labs
- Increase the availability of technology assistance for customers, and advance related technology training for staff
- Review and rework the physical collections to ensure that the collections are appropriately sized, relevant, well-used, and effective at all sites
- Explore options for expanded service to unincorporated areas of Pulaski County





### GOAL 3: FACILITIES & SPACES

**Revitalize existing spaces, and expand access options, to better serve varied customers and communities.**

#### **Strategies:**

- Examine and redesign interior spaces across the system, to:
  - Focus on neighborhood needs
  - Improve customer experiences, including ease of use
  - Increase or improve teen and children’s areas, study and meeting rooms, and social gathering spaces
  - Enhance flexibility and sustainability
- Explore options for alternative models, such as mobile options, kiosk or locker systems, and other 24/7 options to extend outreach and use across the service area

### GOAL 4: RESOURCE ALLOCATION AND INTEGRATION

**Integrate service approaches and management of the resources and facilities at Library Square (outside of the Main Library), and ensure the sustainability of these offerings, to advance the Library’s mission and vision, and the effectiveness and efficiency of the system.**

#### **Strategies:**

- Ensure that all Library Square services are integrated with overall Library operations and administration to advance the system’s ownership and oversight of these resources
- Guarantee the long-term sustainability of all services at Library Square by the end of 2022, and further, that profit-based activities, such as the bookstore and the leasing of buildings, provide meaningful annual income to support CALS operations.
- Explore and implement appropriate alternatives for governance and funding of special services and resources at Library Square to help extend the Library’s financial capacity
- Expand audiences and service to community branches of Library Square resources, especially the Roberts Library and Butler Center, through increased outreach, programming, partnerships, and marketing

## GOAL 5: PUBLIC AWARENESS AND MARKETING

**Advance marketing to expand use and awareness of the Library, especially by targeted audiences, and to support resource development efforts.**

### **Strategies:**

- Develop and implement a robust marketing plan to raise awareness, and increase use of the broad range of Library services, especially by current non-users
- Increase focused messaging on the need for private support, in collaboration with the Foundation and Friends
- Expand public relations activities to connect to community leaders and broaden public support for the Library's future funding needs

## GOAL 6: RESOURCE DEVELOPMENT

**Increase private and public support of the Library.**

### **Strategies:**

- Create a development plan to aggressively increase annual private funding of the Library and its services
- Increase annual private and public support, and endowment funds, for Library Square auxiliary resources and services
- Work with the Friends in ensuring an enhanced and strong return on investment of its Library support activities, especially the Bookstore and book sales
- Create an approach or plan to increase the operational millage, and possibly a capital millage for renovation of interior spaces in branches

## GOAL 7: ORGANIZATIONAL CULTURE

**Develop an organization that fully supports and deploys its resources, both human and material, to best serve our communities.**

### **Strategies:**

- Implement an internal communication strategy that is open, interactive, and advances the Library's mission and vision
- Recruit and train a more diverse staff, supported by levels of compensation competitive with local business and national library markets
- Offer adequate training and professional development to existing and new staff
- Foster more cooperation across units and departments, with incentives for participation and innovation



## CALS STEERING COMMITTEE MEMBERS

### ***Central Arkansas Library System (CALs) Staff***

Cathy Sanders - Director of Marketing & Resource Development

David Stricklin - Director of Special Collections and Director of the Bobby L. Roberts Library

Nate Coulter - Executive Director

Lisa Donovan - Deputy Executive Director of Library Operations and Director of Literacy & Learning

Nathan James - Deputy of Executive Director of Technology & Collection Innovations

Jo Spencer - Director of Finance

### ***Board Members***

Marian Berry - President of CALs Board of Trustees

Annette Herrington - Treasurer of CALs Board of Trustees and CALs Foundation Board Member

Cathy Spivey - President of Friends of CALs Board and CALs Foundation Board Member

### ***Community Members***

Lupe Peña de Martinez - Vice-Principal of Forest Park Elementary School

Rachel Patton - Executive Director of Preserve Arkansas

SiKia Brown - Out-Of-School Programs Director at Arkansas Hunger Relief Alliance

Chris Jones, PhD - Director of Arkansas Regional Innovation Hub

Linda Bly - Terry Library patron and retired CALs Administrator

## CALS BOARD OF TRUSTEES MEMBERS

### ***Executive Board Members***

Marian Berry - President of the Board; Little Rock Appointee

Nancy Rousseau - Vice-President of the Board; Little Rock Appointee; Principal of Little Rock Central High School

Annette Herrington - Treasurer of the Board; Little Rock Appointee; CALS Foundation Board Member

### ***Little Rock Appointees***

Marilynn Porter

Sophia Said

Sheila Wright

John Bush

### ***Pulaski County Appointees***

Bob Brown

Andre Guerrero

### ***Perry County Appointee***

Sarah French

### ***Jacksonville Appointee***

Kelly Moss

### ***Sherwood Appointee***

Brandon Grice

### ***Maumelle Appointee***

Stephanie Gibson Branton