



CENTRAL ARKANSAS LIBRARY SYSTEM

Impact Evaluation & Analysis Update

05.2023

OVERVIEW

Boyette Strategic Advisors (Boyette) completed an impact evaluation and analysis of the Central Arkansas Library System (CALS) and its programs for the 10-year period from 2010 through 2019. This document represents an addendum to that report and provides insight into the library system's overall impact for 2020 through 2022 based on comprehensive employment, expenditures, and capital investment. However, the social impact components are not comprehensive. Clearly, the impact of a library system goes well beyond the quantifiable data associated with expenditures and employment. To fully understand the impact, the first analysis explored the educational and community development values, as well as the community engagement opportunities offered by CALS. This addendum provides quantifiable updates on many of those programs but does not include a full qualitative assessment based on stakeholder engagement and secondary research.

The evaluation of the CALS impact was measured for the Little Rock Metropolitan Statistical Area (MSA), which includes Pulaski, Faulkner, Saline, Lonoke, Perry, and Grant counties. Following is a high-level overview of the economic impact of CALS on the Little Rock MSA from 2010 to 2022, including detail for 2020 to 2022. The total impact of CALS employment, operational expenses, and capital investment since 2010 is over \$1.3 billion, with a state and local tax impact of almost \$41 million.

By the Numbers 2010-2022	
Little Rock-North Little Rock-Conway Metropolitan Area (Little Rock MSA)	
Total Impact (Includes Employment, Expenditures, & Capital Investment)	\$1,339,108,857
Contribution to Little Rock MSA Economy	\$650,583,705
Total Payroll	\$409,916,009
Total State & Local Taxes	\$40,763,491

By the Numbers 2020-2022	
Little Rock-North Little Rock-Conway Metropolitan Area (Little Rock MSA)	
Total Impact (Includes Employment, Expenditures, & Capital Investment)	\$337,352,548
Contribution to Little Rock MSA Economy	\$164,645,643
Total Payroll	\$104,908,448
Total State & Local Taxes	\$9,817,036

Key Findings

Following are key findings of this impact analysis:

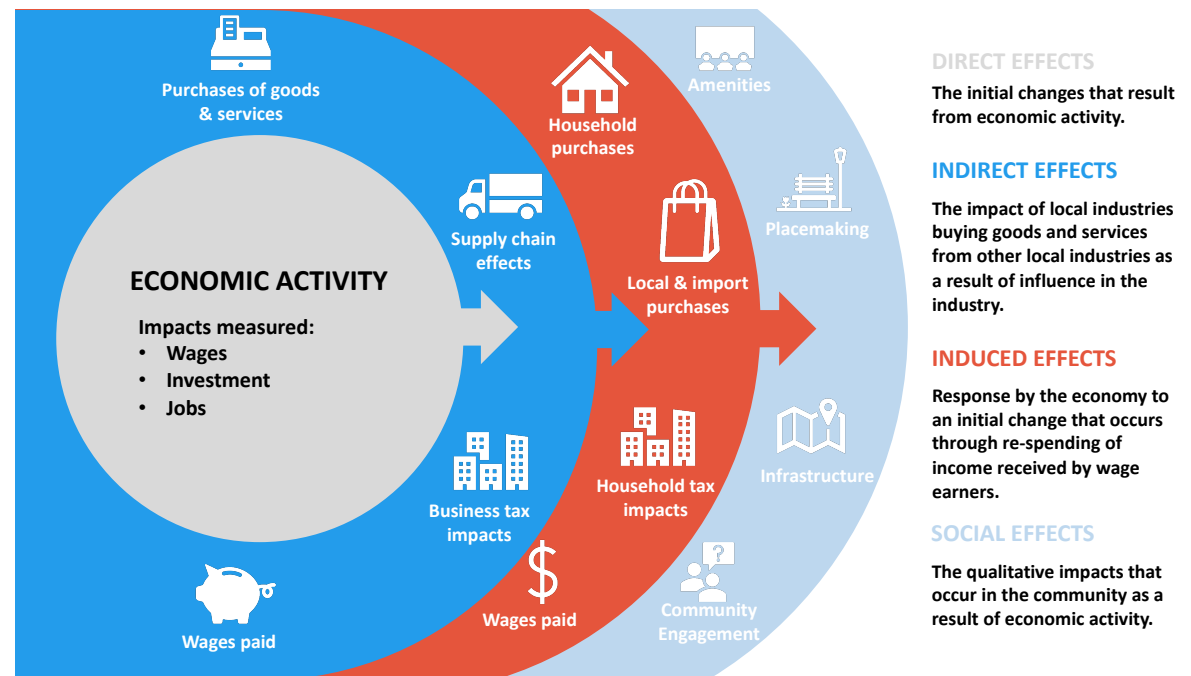
- A total 13-year impact of \$1.339 billion in the Little Rock MSA, including a state and local tax impact of nearly \$41 million.
- The impact on the Gross Regional Product for the MSA is almost \$651 million over 13 years.
- CALS capital investment has supported 580 jobs since 2010.
- Volunteers have donated a total of almost 133,000 hours, which is valued at \$2.7 million.
- CALS has received nearly \$12.3 million in donations and grants from 2010 through 2022.
- CALS' partnership in federal feeding programs provided more than 492,000 meals to children in need from 2014 to 2022.
- Approximately 199,000 people were CALS cardholders in 2022, with nearly 15,000 of those issued to non-residents.
- Count UP, a free math tutoring program for K-12 students, was launched at the end of 2020 thanks to a \$201,366 grant from the Walton Family Foundation. In 2022, the program served more than 100 students with 2,500 hours of instruction.
- Housed inside the historic Cox Building located at Library Square, the Rock It! Lab had its grand opening in the summer of 2021. A partnership of the Central Arkansas Library System and nonprofit organization Advancing Black Entrepreneurship, the Rock It! Lab provides resources and services for under-resourced entrepreneurs, including technical assistance, mentorship, marketing and promotion, networking opportunities, business education, and one-on-one instruction. The program's goal is to assist entrepreneurs in creating successful businesses. Rock It! Lab conducts on average 100 hours of technical assistance per month. The program has connected small business owners with more than \$200,000 in capital.

METHODOLOGY

This study includes a review of the value and benefits the Central Arkansas Library System has on the Little Rock Metropolitan Statistical Area (MSA). The economic impact measures the effect of the Central Arkansas Library System's employment, expenditures, and capital investment on the Little Rock MSA. The economic impact is measured in direct effect, which gauges the change in final demand of directly impacted industries; indirect effect, which captures business-to-business spending; and induced effect, which represents increased household spending.

The IMPLAN input-output model was used to estimate inter-industry spending from purchaser to producer to determine the economy-wide impact. The impact values include payroll generated; contribution to the gross regional product (GRP); tax impact; and the total impact, which includes the initial investment.

A Social Accounting Matrix model was used to measure spending of households, governments, and inventory and export transactions. The model estimated inter-industry spending from purchaser to producer to determine the economy-wide impact. The impact values include payroll generated; contribution to the gross regional product (GRP) of the Little Rock MSA; tax impact; and total output, which includes the initial investment. Data used in the model is 2019, and all funds are adjusted for inflation/deflation. Dollar values are presented in 2023 values.



ECONOMIC IMPACT

The Little Rock MSA has seen a significant benefit from the ongoing operations of the Central Arkansas Library System. CALS employment, expenditures, capital investment, and gallery sales have contributed nearly \$486 million to the Little Rock MSA Gross Domestic Product (GDP). The ongoing operations and expenditures over the last 10 years have had a total economic impact of approximately \$1 billion and generated almost \$31 million in state and local tax revenue.

Employment

Over the 10 years covered by this impact analysis, CALS employment has resulted in total payroll of \$256 million in the Little Rock MSA. The total impact of employment exceeds \$829 million, with a state and local tax impact of almost \$24 million. The following table provides additional details about the impact of CALS employment.

2010 - 2022 Employment Impact				
Little Rock MSA				
Impact	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	\$154,834,090	\$243,271,184	\$10,539,023	\$569,652,517
Indirect	\$122,658,447	\$180,562,133	\$9,257,912	\$324,907,463
Induced	\$64,678,771	\$119,659,021	\$12,136,107	\$212,663,126
TOTAL	\$342,171,307	\$543,492,337	\$31,933,042	\$1,107,223,105

2010 - 2019 Employment Impact				
Little Rock MSA				
Impact	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	\$115,967,984	\$182,205,798	\$7,893,541	\$426,659,622
Indirect	\$91,868,999	\$135,237,832	\$6,934,011	\$243,349,921
Induced	\$48,443,251	\$89,622,482	\$9,089,729	\$159,280,906
TOTAL	\$256,280,234	\$407,066,112	\$23,917,281	\$829,290,449

2020 - 2022 Employment Impact				
Little Rock MSA				
Impact	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	\$38,866,105	\$61,065,386	\$2,645,482	\$142,992,895
Indirect	\$30,789,448	\$45,324,301	\$2,323,900	\$81,557,541
Induced	\$16,235,520	\$30,036,539	\$3,046,378	\$53,382,220
TOTAL	\$85,891,073	\$136,426,226	\$8,015,760	\$277,932,657

Expenditures

The impact of CALS expenditures was also analyzed. For the 10 years between 2010 and 2019, operating expenses resulted in a total impact of nearly \$78 million, with an associated payroll of \$23 million in the Little Rock MSA. For the period 2020 to 2022, CALS operating expenses generated a total impact of more than \$58 million, with nearly \$28 million of that the result of increased GRP. When the two time periods are aggregated, that brings the total impact of CALS expenditures to more than \$136 million since 2010. The following table provides additional details about the impact of operating expenditures.

2010 - 2022 Expenditure Impact				
Little Rock MSA				
Impact	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	\$21,031,906	\$32,845,618	\$2,920,953	\$74,607,256
Indirect	\$13,046,425	\$18,850,659	\$1,177,958	\$35,757,139
Induced	\$7,824,582	\$14,588,333	\$1,500,492	\$25,889,266
TOTAL	\$41,902,914	\$66,284,611	\$5,599,404	\$136,253,661

2010 - 2019 Expenditure Impact				
Little Rock MSA				
Impact	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	\$13,293,456	\$21,884,791	\$2,416,237	\$46,860,346
Indirect	\$5,471,165	\$8,502,303	\$597,359	\$16,462,763
Induced	\$4,379,382	\$8,101,730	\$821,606	\$14,398,939
TOTAL	\$23,144,004	\$38,488,825	\$3,835,202	\$77,722,048

2020 - 2022 Expenditure Impact				
Little Rock MSA				
Impact	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	\$7,738,450	\$10,960,827	\$504,716	\$27,746,910
Indirect	\$7,575,260	\$10,348,356	\$580,599	\$19,294,376
Induced	\$3,445,200	\$6,486,603	\$678,886	\$11,490,327
TOTAL	\$18,758,910	\$27,795,786	\$1,764,202	\$58,531,613

Capital Investment

The impact of capital investment was also analyzed both for the 10-year period from 2010 through 2019 and for 2020 to 2022 in the Little Rock MSA. For purposes of this analysis, only expenditures made in the state of Arkansas were considered.

From 2010 through 2019, CALS capital expenditures supported a total employment of 575, with an associated payroll of more than \$25 million in the Little Rock MSA. State and local tax impact was approximately \$40 million during that period. Total capital investment was much lower from 2020 to 2022, which led to a total impact of \$888,000, including \$258,000 in payroll.

2010 - 2022 Capital Investment Impact					
Little Rock MSA					
Impact	Jobs Supported	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	344	\$13,629,574	\$18,768,583	\$753,998	\$55,296,777
Indirect	130	\$6,978,914	\$12,530,656	\$1,465,206	\$23,470,630
Induced	106	\$4,777,923	\$8,840,792	\$896,902	\$15,711,799
TOTAL	580	\$25,386,410	\$40,140,031	\$3,116,106	\$94,479,207

2010 – 2019 Capital Investment Impact					
Little Rock MSA					
Impact	Jobs Supported	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	341	\$13,482,502	\$18,553,685	\$742,183	\$54,793,707
Indirect	129	\$6,914,523	\$12,410,420	\$1,449,209	\$23,242,186
Induced	105	\$4,730,920	\$8,752,295	\$887,640	\$15,555,036
TOTAL	575	\$25,127,945	\$39,716,400	\$3,079,032	\$93,590,929

2020 - 2022 Capital Investment Impact					
Little Rock MSA					
Impact	Jobs Supported	Payroll	Contribution to GRP	State and Local Tax Impact	Total Impact
Direct	2.66	\$147,072	\$214,898	\$11,815	\$503,070
Indirect	1.21	\$64,391	\$120,236	\$15,997	\$228,444
Induced	1	\$47,003	\$88,497	\$9,262	\$156,763
TOTAL	4.88	\$258,465	\$423,631	\$37,074	\$888,278

CALS is preparing to issue bonds for a major renovation of the System's main library in downtown Little Rock. This will represent a significant capital investment over the next few years.

COMMUNITY ENGAGEMENT

As a public library, CALS facilities are open to the public, with most services available at no cost to patrons. However, the library system goes well beyond that in engaging with the Central Arkansas community. Volunteers give a tremendous amount of time to CALS, and donors make expanding programming possible. Additionally, CALS partners with a variety of other community organizations to deliver innovative programs and services across the region.

Volunteers

In the first impact report covering activity from 2010 through 2019, CALS had support from community volunteers valued at more than \$2 million, for a total of almost 106,000 hours of work. Annually, CALS volunteers average almost 10,600 hours of their time.

From 2020 through 2022, volunteers gave an additional 27,000 hours with a value of volunteer time of \$648,000. When combined with the previous findings, volunteer time has totaled almost 133,000 hours valued at nearly \$2.7 million.

Volunteer Value 2010 - 2022			
CALS Volunteers			
	Hours	Per Hour Value	Total Value
2010 - 2019	105,932	\$16.48 - \$20.49	\$2,025,311
2020	7,901*	\$22.87	\$180,696
2021	9,365	\$23.79	\$222,793
2022	9,538	\$25.66	\$244,745
TOTALS 2020 - 2022	26,804		\$648,234
TOTALS 2010 - 2022	132,736		\$2,673,545

* The Covid pandemic limited volunteer activity in 2020.

Source for per hour value: independentsector.org/wp-content/uploads/2023/04/Value-of-Volunteer-Time-by-State-2001-2022.pdf

Donors

The CALS Foundation has received a total of nearly \$7.6 million in cash donations from 2010 through 2022. CALS received grants of more than \$4.7 million during the same period.

For the three-year period of 2020 – 2022, the CALS Foundation has received a total of nearly \$2.2 million in donations and \$3.6 million in grants. When added to the previous total of \$6.5 million, the cash donation/grant total is almost \$12.3 million since 2010.

Contributions to CALS 2010 - 2022		
Year	Funding Sources	Amount
2010	Cash Donations	\$75,088
	CALS Grants	\$65,100
2011	Cash Donations	\$149,702
	CALS Grants	\$162,821
2012	Cash Donations	\$53,769
	CALS Grants	\$18,925
2013	Cash Donations	\$240,167
	CALS Grants	\$126,827
2014	Cash Donations	\$1,895,687
	CALS Grants	\$5,000
2015	Cash Donations	\$1,009,805
	CALS Grants	\$193,699
2016	Cash Donations	\$400,193
	CALS Grants	\$73,790
2017	Cash Donations	\$176,566
	CALS Grants	\$135,000
2018	Cash Donations	\$479,983
	CALS Grants	\$167,400
2019	Cash Donations	\$924,531
	CALS Grants	\$135,702
SUB-TOTALS 2010 - 2019	Cash Donations	\$5,405,491
	CALS Grants	\$1,084,804
2020	Cash Donations	\$792,748
	Grants	\$476,175
2021	Cash Donations	\$739,966
	Grants	\$1,826,600
2022	Cash Donations	\$639,280
	Grants	\$1,323,858
SUB-TOTAL 2020 - 2022	Donations	\$2,171,994
	Grants	\$3,626,633
GRAND TOTAL 2010 - 2022		\$12,288,922

Partnerships

CALS partnerships with other community organizations have resulted in impactful and innovative programming for a variety of audiences in the Little Rock MSA.

Be Mighty

CALS began participating in federal meal programs in 2013 to provide free summer and afterschool meals for children and youth 18 and younger. In 2018, CALS launched the Be Mighty campaign in partnership with the City of Little Rock. Be Mighty connects kids and teams to free afterschool, weekend, and summer meal programs. Be Mighty is an excellent example of various partners coming together to combine resources and ensure that children have food when school is out. Ten CALS branches serve as USDA meal sites. Partners, in addition to CALS, include the City of Little Rock, Arkansas Hunger Relief Alliance, Little Rock Public Schools, the Clinton Foundation, World Central Kitchen, and Rock Region Metro. CALS' partnership in federal feeding programs has provided 492,024 meals to children in need from 2014 to 2022. During the COVID-19 pandemic, as schools were shutting down and after, Be Mighty mobilized to provide 251,006 meals from 2020 – 2022. The program has also installed 10 Little Free Pantries and two fresh food community fridges at branches throughout the system.

Be Mighty	
Meals Distributed	
	Total Meals Served
2014	7,996
2015	36,081
2016	42,792
2017	47,499
2018	47,694
2019	58,956
2020	154,833
2021	47,028
2022	49,145

Library Usage

Residents of Pulaski and Perry counties have free access to the resources available at CALS facilities simply by obtaining a library card. Additionally, residents of North Little Rock and those outside the two-county region may obtain a library card and utilize CALS resources for a small annual fee. In 2022, more than 199,000 people were CALS cardholders, including almost 15,000 non-residents. Total cardholders have declined from 238,000 in 2019. Note that the libraries in the System were closed from March through June of 2020 due to Covid-19 restrictions.

Patrons holding library cards can borrow a wide variety of books, ebooks, audiobooks, music, and videos from the CALS Main Library and its branches across the area. Beginning in 2013, CALS began providing digital music, videos, and podcasts. Additionally, each branch library, in addition to the Main Library, offers patrons the use of public computers. Following is a summary of the various types of materials and the quantities accessed by year:

CALS Cardholders 2010 - 2022		
Year	Total Cardholders	Non-resident Cardholders
2010	164,691	2,411
2011	186,410	2,894
2012	195,044	3,425
2013	201,784	4,128
2014	198,684	4,896
2015	196,674	5,808
2016	195,283	7,982
2017	190,288	10,183
2018	220,352	12,483
2019	238,069	14,575
2020	216,785	14,514
2021	206,659	14,702
2022	199,171	14,929

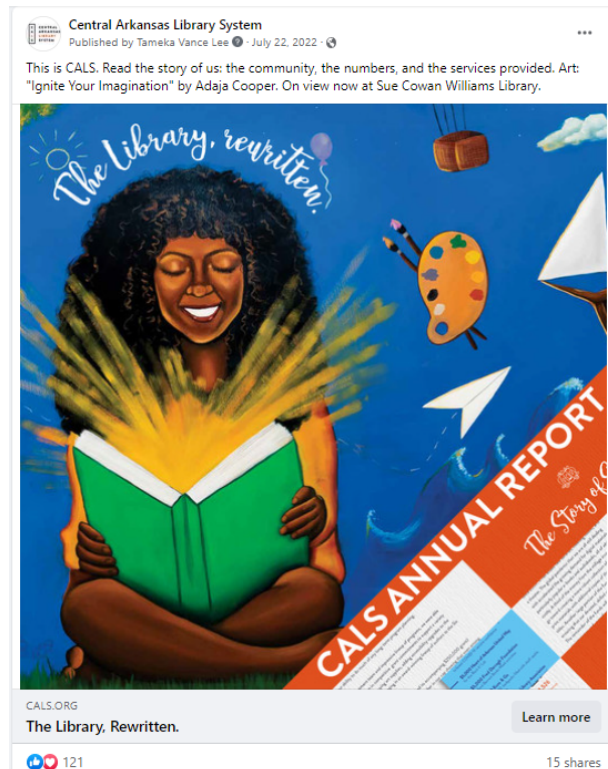
CALS Collection Loans 2010 - 2022						
Year	Books	eBooks	Physical Audiobooks	Digital Audiobooks	Music CDs	DVDs/Videos
2010	1,697,490	3,693	108,473	14,387	6,301	480,845
2011	1,723,599	34,586	111,121	20,233	7,837	573,139
2012	1,641,201	95,376	109,150	28,207	8,210	617,854
2013	1,632,117	150,926	103,453	50,580	11,544	744,861
2014	1,494,505	190,472	94,689	73,967	17,540	785,799
2015	1,417,905	220,969	86,645	103,037	18,907	754,908
2016	1,336,745	258,129	74,884	140,600	25,969	749,695
2017	1,253,775	284,268	64,857	173,834	26,637	660,862
2018	1,217,974	326,986	54,364	222,537	22,988	604,569
2019	1,200,767	355,452	45,842	271,135	22,070	581,506
2020	691,901	411,555	20,967	294,418	9,576	273,337
2021	993,573	379,089	20,668	288,717	13,084	317,335
2022	1,043,159	375,416	15,329	311,603	10,480	292,439

Year	Songs	Videos	Podcasts	Computer Log-ins
2010	N/A	N/A	N/A	314,924
2011	N/A	N/A	N/A	322,825
2012	N/A	N/A	N/A	336,481
2013	34,822	N/A	N/A	358,409
2014	80,841	6,411	N/A	346,674
2015	100,133	5,951	N/A	318,885
2016	102,956	5,939	N/A	275,279
2017	96,434	5,736	10,179	249,043
2018	158,595	5,296	5,953	245,794
2019	219,320	6,428	N/A	242,718
2020	217,415	15,786	N/A	70,969
2021	182,493	1,526	N/A	94,670
2022	147,286	2,161	N/A	123,348

MARKETING/COMMUNICATIONS

As a public institution and resource, CALS utilizes a variety of marketing and communications strategies to reach various groups of stakeholders, ensuring that all patrons are aware of programs and services offered through the library system. The annual marketing budget for CALS has been between \$150,000 and \$200,000 per year for the last several years. The impact of that spending has been estimated in the section of this report measuring the impact of CALS expenditures.

Paid advertising is used to promote CALS events, such as art exhibitions, speakers, and movies, as well as educational programs and community development initiatives. These types of programs and more are also promoted through social media to provide patrons with more information about CALS and its offerings, including an annual report of system activities. Below are examples of several advertisements utilized by CALS.



Always there for you.

Throughout
the pandemic,
your library has
shown up for this
community.

THE LIBRARY, REWRITTEN.



◀ INNOVATIVE PROGRAMS

We've provided books, math tutoring, assistance to entrepreneurs, and so much more. Like our Be Mighty initiative, which to date has served more than 450,000 meals to children and families from our library branches.

Help us continue serving our community at
CALS.ORG/GIVING



FEBRUARY EVENTS

Write your own story at your local library.

ART EXHIBITIONS

**Arkansas Pastel Society
2019 National Pastel Show**
through February 22
The Galleries at Library Square

Thristan "Tea" James Jackson
through March 5
opening reception Friday | February 14 | 5-8 pm
The Bookstore at Library Square

Inside and Out: Figurative Works
through March 28
The Galleries at Library Square

**Into the Woods: Arkansas Champion
Trees by Linda Williams Palmer and
Turned-Wood Vessels by Gene Sparling**
through April 25
The Galleries at Library Square

SPEAKERS

**Angie Maxwell, *The Long Southern
Strategy***
Thursday | February 20 | 6:30 pm | Free | Main Library

Silas House, *Southernmost*
Oxford American's South Words series
Tuesday | February 25 | 6:30 pm | Free
CALS Ron Robinson Theater

MUSIC

William Grant Still Tribute
Friday | February 21 | 7 pm | Free
CALS Ron Robinson Theater
*A Voice High-Sounding: The Life & Career of
William Grant Still* will be followed by the
Arkansas Symphony Orchestra's Quapaw
Quartet and a panel discussion.

MOVIES

Doors open 6 pm; movie starts 7 pm
CALS Ron Robinson Theater

One Flew Over the Cuckoo's Nest (R)
Thursday | February 6 | *5

BingoFlix: Cat-Women of the Moon (NR)
Tuesday | February 11 | *5

Sleepless in Seattle (PG)
Thursday | February 13 | *5

To Kill a Mockingbird (NR)
Thursday | February 27 | *5



THE LIBRARY, REWRITTEN.