

Project Part C3: 5-Year Collection Development Plan
Cumberland County Public Library & Information Center

Focus Area: Public Library

LIS 610-1D

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Mission/Vision Statement for Cumberland County Public Library & Information Center

The Cumberland County Public Library & Information Center serves a diverse community with a population of almost 205,000 people. In order to ensure that the library continues to move forward and grow with the community, a mission statement and goals have been set. They are as follows:

Mission Statement:

The mission of the Cumberland County Public Library & Information Center is: The library opens windows to the world by encouraging expression, enlightenment, and exploration.

Goals:

1. (The Library Opens Windows to the World) All library customers will have access to information that they need to evaluate issues that affect their lives.
2. (The Library Opens Windows to the World) The library will provide customers with opportunities and experiences that support self-directed learning.
3. (Explore and Know Your Community) The library will provide customers with opportunities and experiences that explore and support diversity in the community.
4. (Visit A Comfortable Place) The library will provide safe, comfortable and welcoming places for members of the community.
5. (Connect to the Online World) The library will support its customers in connecting to and participating in the digital world.
6. (Lifelong Literacy) The library will provide resources that support and encourage lifelong literacy and creative expression.

Library Collections

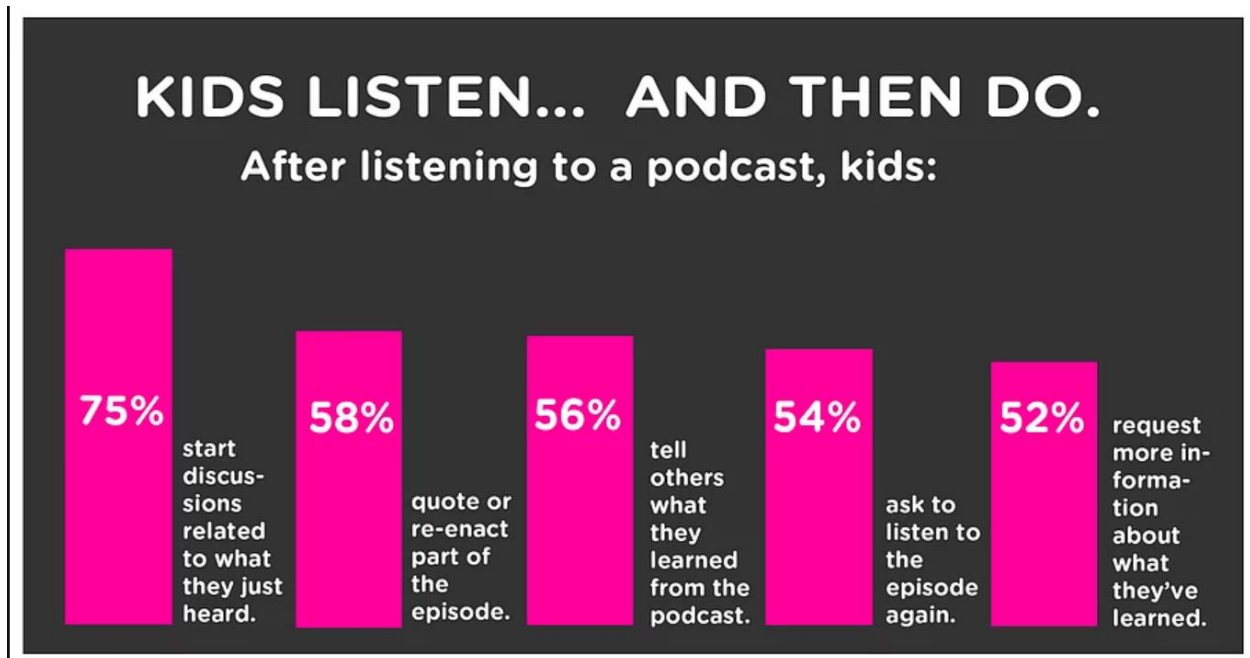
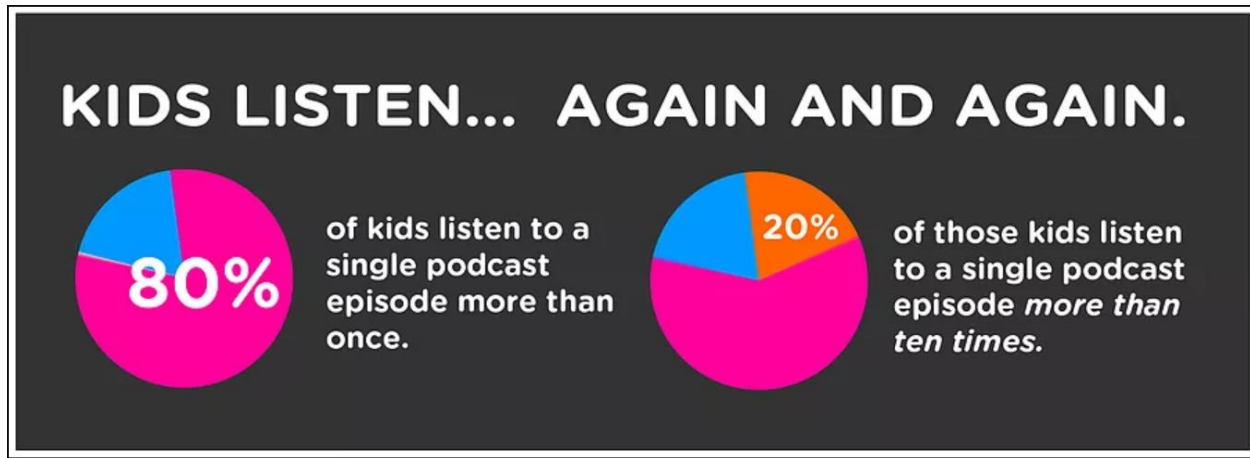
The Cumberland County Public Library & Information Center (CCPL&IC) meets the needs of a wide range of age groups. Like all public libraries, it strives to offer collections and programs which will appeal to specific segments of the population of the area, from young children to adults. This year, the library chose to focus on three groups: preschool-age children and their caregivers, young adults, and adults. The librarians created LibGuide pages to help these patrons find special resources, both in and out of the library, and held events to promote the resources within these guides. The library hopes to build upon the success of these LibGuides and programs, offering similar guides and programs for elementary and middle school students, active military and veterans, and older adults in the next year.

Preschool Collection

The preschool collection includes resources that help young children explore their world, from books and magazines to music, websites and apps. These resources are meant to be used with parents and caregivers, building young children's academic and social skills through play and exploration. While most parents think of the library as a place to get books and movies to check out and the place to go to enjoy storytime each week, many do not think of the library as a place to learn about digital and online resources. However, libraries are great places to find out about new technology and what is appropriate for different ages. To meet this need, the CCPL&IC offers programming that teaches parents and caregivers about websites, apps and podcasts, and advertises itself as being a trusted resource for parents when exploring digital media.

The library's collection for preschool parents, therefore, also highlights items not in the physical collection, such as websites and podcasts. The organization *Kids Listen* conducted a

survey in 2016-17, asking parents and kids about their usage of podcasts. A few of their findings follow:



(Kids Listen, 2017)

Librarians can help parents find appropriate podcasts, subscribe to them, and learn how to play them on their devices. This type of teaching or service is often referred to as digital literacy, and it is as important to teach to children and adults as is conventional literacy.

The CCPL&IC website has a kids section, with many different pages to help kids with homework, finding books on the right level (through Accelerated Reader and Reading Counts programs), a list of great websites for kids, which includes a link to Tumblebooks, where kids can read interactive books online, and a link to NC Kids Digital Library, the library's e-book resource, a list of helpful links for parents and caregivers, and information on Cumberland County schools. The website also has LibGuides for children, including lists of picture books with People of Color and First/Native Nations ("Cumberland County Public Library & Information Center," 2018).

Young Adult Collection

Unfortunately, research shows that library usage drops off precipitously in the teen years. In response to surveys and studies, teens say this is in part due to lack of advertising by the library of their teen resources and programming (Cook, Parker, & Pettijohn, 2005), in part because the library does not have a welcoming space for teens (Howard, 2011), and in part because some teens are not interested in what the library has to offer (Howard, 2011). However, among teens who love to read, public libraries are still frequently used (Howard, 2011).

In response to what teens want, the Young Adult collection is diverse, includes popular characters and series, and includes resources in different formats, such as audiobooks, e-books, and e-audiobooks. The library also has access to online learning programs, from ACT, SAT and GED practice exams to online courses in math and writing, as well as practice tests for different careers, such as police officer and treasury enforcement agent ("Cumberland County Public Library & Information Center," 2018).

The CCPL&IC website has a teen section, with links for LibGuides about applying and paying for college, Do It Yourself projects, book recommendations and reviews, comics,

brainteasers and other fun websites, information on passing your driver's license exams, buying a car and maintaining it, homework help, job and career resources, Librari-Con (anime/fandom convention held in the main branch of CCPL&IC on Maiden Lane). The teen page also links to the library's digital e-book collection, through Overdrive and NC Digital Library, and to the Mango app, which teaches different languages ("Cumberland County Public Library & Information Center," 2018).

The CCPL&IC also has many teen programs offered each month. Events include robotics, sewing, gaming, chess club, anime club, STEM club, movies, trivia challenges, and how to prepare for college. In addition, the library is offering classes on how to use digital media, including a class on telling your story using technology. All of these offerings invite teens into the library and encourage them to use the library's resources to help them in their daily lives ("Cumberland County Public Library & Information Center," 2018).

Adult Collection

The CCPL&IC has a variety of fiction and non-fiction books, movies, CDs, databases and other online resources for adults. Because of the two major military bases in the county, the CCPL&IC has a large collection of military materials, both fiction and non-fiction, and offers programs designed to help veterans transition into civilian life. Another unique collection is the Art at the Library collection. The library system owns 97 original pieces of art created by North Carolinians, and the art is displayed in the libraries, as well as online at

<http://www.cumberland.lib.nc.us/ccplsite/content/art-library>.

One of the major initiatives for this year is to introduce more patrons to e-books and how to access them. The library is hosting a program where patrons can either bring in their devices or use the library's devices to learn how to access e-books and e-audiobooks through rb Digital,

Overdrive and NC Digital Library. If successful, the library will hold another program after the holidays for those who received an e-reader, tablet, phone or other device as a gift. Other programs include genealogy, author visits, quilt club, crafts, senior bingo, book clubs, computer classes and small business classes.

The CCPL&IC website also has many LibGuides for adults, including information on homeschooling, community resources, genealogy, job and career resources, national disasters and emergency preparedness. The site links to databases available through the library and through NC Live, a statewide consortium of public libraries which offers access to databases and e-books.

Future Projections

Preschool Collection

More bilingual and foreign language resources - Currently, the U.S. Census estimates that the population of Cumberland County is 11.6% Hispanic, and this is expected to increase (“U.S. Census Bureau QuickFacts,” n.d.). To meet the needs of Hispanic families who speak mostly Spanish at home, the library will need to grow its Spanish language collection. Bilingual books also are popular as families are learning English together, and for children who are learning both languages at home. School curriculum also shapes the collection, as bilingual preschools are gaining in popularity.

Focus on Early Learning Resources – Studies show that children who are read to frequently and participate in literacy activities with parents and/or caregivers are more prepared for school (Sénéchal, LeFevre, Thomas, & Daley, 1998). The library serves as an ideal place for families to gain access not only to books, but to other resources that can encourage literacy and learning in young children. The library will invest in digital resources, such as access to online

learning programs like ABCMouse, interactive e-books, and digital devices that can be checked out for short periods of time. Programs like Every Child Ready to Read (ECRR) will continue to influence collections for years to come. The print collection also will continue to grow with new, diverse titles that allow every child to see themselves and their families reflected in the collection.

Make Family Engagement a Priority – Libraries need to meet not only the needs of young patrons, but also their parents, grandparents and caregivers. Libraries can help families find community organizations, understand health care and government programs, and provide a safe place for families to ask questions and seek information, and librarians can take part in training sessions that allow them to understand their patrons’ needs and life experiences (“Ideabook: Libraries for Families | Global Family Research Project,” n.d.). In Cumberland County, this also includes understanding the experience of military families, who deal with more stress and move more often than typical families. CCPL&IC plans to add parenting and community resources to an area near their children’s sections in each library and provide training for their staff in understanding patrons’ specific needs.

More Inclusive Resources – Libraries are realizing that meeting the needs of all of their patrons is important, and children with disabilities and learning differences need to be better served by libraries. Some libraries offer special story times for children with disabilities, while others have created inclusive programs that meet preschoolers where they are developmentally, with both neurotypical and neurodiverse learning together (Prendergast, 2016). The library will make children’s areas better accessible by wheelchairs, walkers and strollers, offer training to the staff in ways to make storytime and library programs more inclusive of children with autism or

other developmental disorders, and reach out into the community to let parents know what the library has to offer for children with disabilities and learning differences (Prendergast, 2016).

Young Adult Collection

Outreach to High Schools- Teenagers can be a tough age group to obtain and maintain their attention. Unfortunately, they may also seem to fall between the cracks. It may be common to see a children's program fill up immediately in the library, and the same for adults. Then it seems like the Young Adult programs are barely getting any participants. According to Investigating the News Behavior of Young Adults states; "Past research has found that as children reach adolescence, they become less likely to read in their leisure time and thus visit libraries less.¹ One solution suggested to overcome this reluctance to read is the provision of a wide variety of reading materials, thus allowing choice in reading matter."² (Paragraph 2) Being able to reach teenagers would be the first step into getting them into the libraries. In order to do that; you must meet them where they are - in the high schools. This organization is dedicated to improving the statistics of teens using libraries less than other age groups.

Increase Books for Boys- This goal is geared specifically for patrons who would like to read books from a young male perspective. The idea came to mind to offset the larger quantity of books that are told from a young woman's perspective. Even though teens already have a low library visit rate, young adult males typically have less options than young adult girls. According to Why Do Female Authors Dominate Young Adult Fiction it states: "Meanwhile, to the consternation of some men in the field, the YA genre tends to favor female authors and audiences." (Paragraph 6)

Again, the idea of increasing books told from a male perspective will give more options for all young adults to read. The options that are available to them, the more we will be able to provide them with what they are looking for and needing.

Include Foreign Language Books- The Children's and Adult Departments within the library have books in foreign languages. The plan is to also include books in foreign languages for the Young Adults as well. This idea is to increase the knowledge that they learn as children and to help them be prepared for the adult books that are in foreign languages. The more a person reads in other languages; the more they will speak and use the language. According to *How to Read in A Foreign Language* it states: "Speaking Is Not Enough for Reaching the "Upper Levels" of Language Competence." (Paragraph 3)

The plan would be to encourage an increase of reading in any language that to improve on many different levels of life. Reading in more than one language can many benefits. That is something that Cumberland County Public Library will put efforts in achieving.

Adult Collection

Updates to Computer Literacy Resources- Various trends in users' needs call for the library to reassess the way it provides computer literacy instruction to users by targeting different audiences and updating instructional materials. One of the biggest shifts to take place in recent years is the increase in the number of more highly skilled patrons purchasing their own devices. This has led to an increase in the percentage of less skilled patrons using our computer labs. Interactions with these patrons tend to last longer, taxing resources already stretched by staff shortages. Furthermore, people who do have their own devices often need some instruction in

how to use those devices and are likely to request individual instruction to learn those skills. Job seekers are also requesting instruction in particular programs such as Excel and Word.

Scheduling of these classes and instruction is often limited by staffing, available time slots, and available equipment. As these trends are likely to continue into the foreseeable future, the library plans to develop a more comprehensive collection of written and visual materials that support independent learning among these user groups.

Outreach to Underserved Populations- The library is examining a possible partnership with Pathways for Prosperity. Pathways for Prosperity is an initiative by community leaders to partner with non-profit organizations to address poverty in Cumberland County. The results of a Harvard study revealed that the Fayetteville-Cumberland County metropolitan area is one of the worst areas in the country in its ability to combat intergenerational poverty (Pathways for Prosperity, 2018). The organization is concentrating on five key areas- affordable housing, workforce and industry alignment, life skills, K-12 education, and pre-K education (Pathways for Prosperity, 2018). The library sees itself as a natural partner in helping these residents prepare for job opportunities by acquiring the necessary skills.

However, for residents living in the most affected areas, reliable transportation is a formidable barrier. Effectively serving these citizens will require the library to take its services and resources to the user in a way not seen before and will call for more innovative methods of outreach. This outreach would also represent a long-term commitment. Possible services to this population include revolving collections in each community center and classes and programs in neighborhood facilities. From a collection standpoint, materials to support such an outreach would encompass a variety of subjects of relevance to these users and be available for use where they are. Possible subject concentrations are computer skills, job search, medical, and legal as

well as some fiction titles. Relevant resources that can be accessed remotely and used in user instruction and programming should be chosen carefully and properly maintained.

More Health & Wellness Resources- Cumberland County periodically conducts a health assessment survey to learn about the health issues that most impact county residents. The 2016 assessment revealed that Cumberland County has higher rates than the state average in deaths caused by heart disease and cancer and a high rate of deaths from the effects of diabetes (Cumberland County Department of Health, 2016). The response to health-related library programs have been mixed, but patrons often seek easy to understand written materials on various diseases and disorders. Resources on diabetes management are requested frequently. These health challenges will take time to address in our community and education provides a start for residents looking to make the necessary lifestyle changes for their health. The library will analyze its collection for age and scope to be sure that topics of interest, especially those on chronic disease, are available and up to date.

More Diverse Collections- According to the above cited health assessment, Cumberland County has an African American population of 37.9%, a Hispanic population of 11.3%, and a non-Hispanic white population of 44.6% (Cumberland County Department of Health, 2016). Library collections have become more diverse and this trend is set to accelerate well into the foreseeable future with the library actively seeking fiction and non-fiction resources that reflect diversity of race, culture, lifestyle, and viewpoint.

Another opportunity for developing a more diverse collection is with respect to religion and spirituality. Religion resources are popular with our adult users with frequent requests for Bible study aids and inspirational self-help. More faith traditions have been incorporated into the collection but works centered around Christianity account for the overwhelming majority of

resources. The library will study this collection to see what is lacking in its coverage of Islam, Judaism and other faiths.

More Foreign Language/Language Learning Materials- In recent years there has been a steady demand for language learning materials. There are several factors that contribute to this trend. First, Fayetteville is home to a diverse population comprised of service members as well as immigrants from Mexico, Central America, Africa, Germany, the Middle East, Korea, and India. Patrons are often interested in reading materials written in their native language or in learning a language before visiting or being assigned overseas. There is also a long-standing interest in ESL programs for immigrants wanting to learn English.

Another special area of interest in this category is American Sign Language and the library is already offering programming to support this learning. The Bordeaux branch is host to a Deaf Chat program once a month for adults and a weekly Story Time with Signs for children.

Though there are currently language learning materials at each branch and some revolving foreign language collections, resources in many branches are somewhat scant. While the library does offer the electronic resource Mango for learning new languages, not everyone responds well to this type of instruction. The library plans to offer more language kits for adults with a focus on Spanish, ESL, and American Sign Language for people who seek instruction in more traditional ways. There will also be a push to purchase more foreign language materials for recreational and instructional reading.

Collection Development Plan 2019-2023 for Cumberland County Public Library & Information Center Prepared by Mary Beth Adams, Lisa Dean and Khalisah Harris				
2019 Collection Goals	2020 Collection Goals	2021 Collection Goals	2022 Collection Goals	2023 Collection Goals
Preschool Collection: Purchase variety of highly rated book and e-books, focusing on making the collection more diverse and growing the Spanish-language section. Purchase ABCMouse licenses for children's section computers. Research best online resources, websites and apps, and share them on the library website.	Preschool Collection: Purchase variety of highly rated book and e-books, focusing on making the collection more diverse and growing the Spanish-language section. Research what other languages are spoken by county residents and add books in those languages. Purchase licenses for any online resources that promote preschool learning;	Preschool Collection: Purchase variety of highly rated book and e-books, focusing on making the collection more diverse. This year's focus will be on growing the non-fiction selections. Purchase tablets that patrons can check out. Evaluate online resources offered and decide whether to continue current licenses	Preschool Collection: Purchase variety of highly rated book and e-books, focusing on making the collection more diverse. This year's focus will be on holiday books and world culture. Purchase digital resources for library tablets and computers, evaluating what is still popular and what needs to be added. Research best online resources,	Preschool Collection: Purchase variety of highly rated book and e-books, focusing on making the collection more diverse and growing the Spanish-language (and other language) sections. Purchase digital resources for library tablets and computers, evaluating what is still popular and what needs to be added. Research best online resources,

<p>Weed children's section, removing any books that are damaged beyond repair, or are not being checked out, or are no longer appropriate or relevant to preschool children.</p>	<p>evaluate ABCMouse and see if it is still meeting patrons' needs. Research best online resources, websites and apps, and share them on the library website. Weed children's section, removing any books that are damaged beyond repair, or are not being checked out, or are no longer appropriate or relevant to preschool children.</p>	<p>or find new programs. Evaluate which apps to load on library tablets that families can check out. Research best online resources, websites and apps, and share them on the library website. Weed children's section, removing any books that are damaged beyond repair, or are not being checked out, or are no longer appropriate or relevant to preschool children.</p>	<p>websites and apps, and share them on the library website. Weed children's section, removing any books that are damaged beyond repair, or are not being checked out, or are no longer appropriate or relevant to preschool children.</p>	<p>websites and apps, and share them on the library website. Weed children's section, removing any books that are damaged beyond repair, or are not being checked out, or are no longer appropriate or relevant to preschool children.</p>
<p>Young Adult Collection: Focus on broadening the topics and perspectives in books to attract more teens. Also create</p>	<p>Young Adult Collection: Focus on obtaining books and materials in other languages and books on religions all over the world. Analyze</p>	<p>Young Adult Collection: Focus on tutoring materials and homework help. Also get teens involved in community</p>	<p>Young Adult Collection: Focus on offering SAT and ACT preparation. Also offer more programs virtually to be</p>	<p>Young Adult Collection: Focus on webinars to increase career options and directions. Also work on resume building. Analyze</p>

<p>more teen programs.</p> <p>Analyze What types of books and materials are already collected in order to be able to find what is needed?</p> <p>Purchase Books and materials that would be able to meet the needs of some underserved teens.</p> <p>Research Books by male authors and non-fiction books to increase available options to read.</p> <p>Weed books and materials that are damaged, worn, or no longer relevant to the times.</p>	<p>The diversity to know what types of languages and religions that are used and practiced within the community.</p> <p>Purchase Books and materials that may fit the needs of the community.</p> <p>Research Books that are commonly circulated and see if they can be found in other languages. Also find books that explain religions to young adults specifically.</p> <p>Weed books and materials that are damaged, worn, or no longer relevant to the times.</p>	<p>and volunteer work.</p> <p>Analyze Ways that teens may feel comfortable with getting help with their schoolwork.</p> <p>Purchase software and offer one on one tutoring to ensure that all students that need help can obtain it.</p> <p>Research Different databases and software to see which is most beneficial for the student to learn and soft on the budget.</p> <p>Weed books and materials that are damaged, worn, or no longer relevant to the times.</p>	<p>able to reach more teens.</p> <p>Analyze Types of software that can be used to offer SAT and ACT preparation classes on.</p> <p>Purchase The software and items needed to promote the service and allow the classes to be virtual.</p> <p>Research Tutors in the area who are qualified to assist teens with ACT and SAT tutoring. Also; research databases to allow virtual study groups.</p> <p>Weed books and materials that are damaged, worn, or no longer relevant to the times.</p>	<p>How the career options and directions can be held on a one on one bases</p> <p>Purchase Materials and software that will be needed in order to make the classes be successful.</p> <p>Research Common and non-traditional ways to reach a young adult to help them decide on a career path. Also research best quizzes to give young adults if they are not sure what they want to do yet.</p> <p>Weed books and materials that are damaged, worn, or no longer relevant to the times.</p>
Adult Collection:	Adult Collection:	Adult Collection:	Adult Collection:	Adult Collection:

<p>Focus on computer literacy resources</p> <p>Analyze computer literacy collection to identify gaps in coverage and average age of collection</p> <p>Purchase comprehensive, diverse collection of fiction and non-fiction books, e-books, and audiobooks with a special focus on computer literacy topics (computer basics, devices, Microsoft Office)</p> <p>Research tutorials and databases to add to the computer skills libguide</p> <p>Weed materials that are low circulating, out of date, worn, or damaged</p>	<p>Focus on job & career resources</p> <p>Analyze job and career section to identify gaps in coverage</p> <p>Purchase comprehensive, diverse collection of fiction and non-fiction books, e-books, and audiobooks with a special focus on career test preparation, resumes, cover letters, job interviews, and small business ownership</p> <p>Research websites and apps devoted to job preparation, training, or job searching that can be added to the Job and Career libguide</p> <p>Weed materials that are low circulating, out of date, worn, or damaged</p>	<p>Focus on materials on money and legal matters, government benefits, and parenting</p> <p>Analyze collection to identify gaps in issues relevant to users (credit repair, veterans' issues, legal forms, parenting)</p> <p>Purchase comprehensive, diverse collection of fiction and non-fiction books, e-books, and audiobooks with a special focus on these sections</p> <p>Research materials that can be used in outreach efforts to users in census tracts identified in Pathways for Prosperity study</p> <p>Purchase materials that</p>	<p>Focus on health/medical resources</p> <p>Analyze health/medical section to identify gaps in the collection and average age</p> <p>Purchase comprehensive, diverse collection of fiction and non-fiction books, e-books, and audiobooks with a special focus on health, diet, nutrition, cooking, exercise, and caregiving</p> <p>Research databases, websites, blogs, apps, and podcasts with the goal of creating a health and medical resources libguide</p> <p>Weed materials that are low circulating, out of date, worn, or damaged</p>	<p>Focus on foreign language/language learning materials, materials on religion and spirituality</p> <p>Analyze collections to identify gaps in coverage</p> <p>Purchase comprehensive, diverse collection of fiction and non-fiction books, e-books, and audiobooks with a special focus on language learning kits, foreign language titles with concentrations on Spanish, Chinese, ESL, and American Sign Language</p> <p>Purchase fiction and non-fiction books to add to the Foreign Language Collection that can support</p>
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		will support an outreach to users in these census tracts Weed materials that are low circulating, out of date, worn, or damaged		revolving collections in the branches Purchase books, e-books, audiobooks, and DVDs on religion and spirituality offering diverse viewpoints Weed materials that are low circulating, out of date, worn, or damaged
Budget: \$1.1 million for books, periodicals, e-books, a/v resources and databases; includes money from local government and grants.	Budget: \$1.15 million for books, periodicals, e-books, a/v resources and databases; includes money from local government and grants.	Budget: \$1.18 million for books, periodicals, e-books, a/v resources and databases; includes money from local government and grants.	Budget: \$1.2 million for books, periodicals, e-books, a/v resources and databases; includes money from local government and grants.	Budget: \$1.22 million for books, periodicals, e-books, a/v resources and databases; includes money from local government and grants.

Summary

Literacy, diversity, and engagement with the digital world characterizes the preschool collection plan for the next five years. Each year the library will add books to the collection that reflect a more diverse group of users. A conscious effort will be made to include books in other languages, especially Spanish, as well as a special focus on holidays and world culture. Licenses for ABC Mouse as well as other digital resources for library computers and tablets will also be

purchased. There are also plans to purchase tablets that will be available for checkout.

Continuous research and evaluation are built into the plan to determine what resources should be maintained, added, or eliminated.

The plan for young adults will focus on a number of important areas during this time frame. Concentrations include materials with diverse viewpoints, language and religion titles, test preparation, and career help and analysis will be conducted to identify gaps in these areas. Both print and digital resources will be acquired to meet the needs of this special age group. Research on various resources that would enhance the collection will be conducted on a regular basis. A primary motivating factor in collection development for young adults is to make them aware that the library belongs to them, too, and an effort will be made to reach out to young adults who have had little or no relationship with the library.

Each year, collection efforts for adults will focus on a different subject or set of subjects that address practical issues in users' lives. Collections will be analyzed, and purchases made to fill gaps and decrease their age. Purchases will be made in a variety of formats for general fiction and non-fiction and each subject group and will include books, ebooks, audiobooks, and DVDs. These purchases will also be made with an eye toward improving long standing services and supporting new ones including a possible Pathways for Prosperity outreach. Research into digital resources that can be accessed at any time and support these subject areas will be conducted during this time frame.

Obstacles to implementation include shortages in local and state budgets, changes in vendor pricing models and business structures, natural and man-made disasters, and community opposition. While most of these factors are unpredictable, there are ways to address each one.

Budget shortages on either the local or state level would impact the library in a number of ways. The library could be forced to place a freeze on hiring or lay off more employees which would translate into fewer people and less time for the activities surrounding collection development. Many of the librarians tasked with collection decisions also provide an array of public services and these services are likely to take precedence over many off-desk duties in the event of a staff shortage. A possible solution would be to focus on the areas of highest priority within each year of the plan.

Also, cross training employees in these tasks so that as many library staff as possible are involved in the process would allow all departments to share in collection development duties. The only duties that would not be shared are those that must be done by professionals. Collection development tasks such as weeding, discarding, and purchasing could be worked into daily schedules. While time may only allow for a little to be done, making time in the schedule would at least allow the work to move forward. It would also be a great opportunity for professional development on every level. Collection development training could be offered to all staff so they can better understand the process and be ready to help librarians who are pressed for time.

Flat or reduced budgets as well as changes in vendor pricing models or business structures could negatively affect the library's ability to pay for resources included in the plan. One strategy would be to revisit the plan and see if some materials can be acquired in a cheaper format and, if so, to determine if that new format would be just as accessible to users. Also, since the library is part of the NC Cardinal and NC Digital Library, some items may already be available through these consortia.

Natural and man-made disasters bring their own special challenges and opportunities. In the last ten years the main branch has endured a fire and a flood, both resulting in disruptions to

user services and the destruction of materials. Funding that may otherwise be used for purchasing new resources would need to be used to replace lost materials instead. Also, any structural damage will have to be repaired and the necessary funds provided. However, the need to rebuild a collection carries with it opportunities to make the collection better. The library could start with the focus areas of its five-year plan and incorporate it into purchases to replenish the library.

Community opposition may also be a factor, especially as it pertains to issues surrounding diversity and the withdrawing of materials. In anticipation of such challenges, the library has trained staff in how to answer those who have questions about why we have included or withdrawn certain materials. Measures are being taken to help staff and stakeholders understand the need to weed materials so that our users have access to the most reliable information possible. We will also affirm, both with staff and with users, our commitment to access for all regardless of race, ethnicity, religion, sexual orientation, or any other factor.

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