

Solon Public Library Strategic Plan January 2023

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Introduction

The Solon Public Library (SPL) is located within the city limits of the City of Solon, Johnson County, Iowa. Primary funding for the SPL is obtained from the City of Solon City Council and Johnson County Board of Supervisors. The State Library of Iowa, Friends of the Solon Public Library, Solon Public Library Foundation, partner businesses, and local organizations provide additional funding for specific projects. Occasional funding is obtained through gifts and grants.

The Solon Public Library Board of Trustees is composed of seven community members jointly appointed by the Solon City Council and Johnson County Board of Supervisors. They are residents of the Solon Library community and meet all of the requirements of the State Library guidelines and those of the appointing bodies for membership on this Board.

Solon continues to experience significant growth within city limits and in the surrounding rural community. According to 2020 census data, Solon's population increased from 2,037 to 3,018 (48%) within city limits. The State Library classifies libraries based on population size. In 2020 SPL grew from a size C library (1,000 - 2,499) to a size D library (2,500 - 4,999). Solon's population includes 14% Seniors 65+, 39% Adults 30 - 64, 13% 20 - 29, and 33% under 20. The largest population segment is 10 - 14 year olds (320).

The State Library of Iowa established accreditation standards in three tiers for Iowa public libraries to ensure high quality library resources and services are provided to communities throughout the State of Iowa. Solon Public Library has continuously met and maintained the highest level of accreditation since 2001.

Executive Summary

The Solon Public Library Strategic Plan is created to guide the Library Staff and Board of Trustees in allocating resources to meet the needs of their community. It provides a road map to focus our efforts and allows us to have a proactive approach to community growth and changes in demographics. It is directly correlated to the identified community needs and vision for the future.

The strategic planning process began in August 2022 with the Board of Trustees meeting with SE Iowa District Consultant, Becky Heil, to learn about the Public Library Association (PLA) Strategic Planning for Results and identify community stakeholders to represent all demographics of the Solon community. The Library serves the community and the most important part of the planning process is to understand the needs and goals of the people it serves.

The Library hosted community focus group meetings in October and November 2022 that were facilitated by Becky Heil. The first session focused on envisioning a future for the City of Solon by listing aspirations, current strengths, and challenges. This resulted in a list of community needs. The full list of these may be found in Appendix A. In the second community meeting, the

participants discussed the identified needs and learned about the 18 Library Service Responses with the intent of linking the community needs to specific library service responses. The summary of the second meeting can be found in Appendix B. This resulted in the selection of the top three library service responses:

Visit a Comfortable Place ensures that all community members can find a place to learn new things, enjoy a wide variety of activities, and gather comfortably.

Know Your Community / Be an Informed Citizen which emphasizes providing information so residents will know about community services and events as well as making informed decisions on local issues.

Celebrate Diversity includes awareness, inclusion, and celebration of diversity in age, culture, history, and all forms of identity within our community and our world.

In December 2022, the Board of Trustees met to set goals for each library service response to describe the benefits the community members will receive from the library to meet their needs. In January 2023, the Library Staff met to create objectives to meet these goals which include specific actions and timeframes which allow the measurement of success within the strategic plan.

This Library Strategic Plan is intended to be a dynamic document, reviewed at least annually by the Library Board and Staff to meet the changing needs and interests of the community. The plan is intended to cover a period of five calendar years from 2023 - 2027.

Mission Statement

The Mission Statement of the Solon Public Library, adopted in June 2007, is as follows:

The Solon Public Library provides a welcoming environment that facilitates the educational, cultural and informational needs for all members of the community.

The Mission Statement of the library is the primary goal of the Library. All goals and objectives expressed in the Strategic Plan focus on ensuring the success of the mission.

Overview

This overview of the Strategic Plan outlines the Library Board Goals and Staff Objectives for each Library Service Response that was selected to meet the Community Needs identified at each focus group meeting.

Library Service Response 1: Visit a Comfortable Space

Goal 1: Community members of all ages will have spaces to pursue a variety of activities.

- Objective 1: By September 2023, the Library will identify usable spaces and develop partnerships for potential spaces for programming and community gatherings.
- Objective 2: In August 2023, the Library will evaluate current program timing schedules to maximize effective use of programming space and increase accessibility for patrons of all ages.

Goal 2: The community will have a comfortable physical library space to work, learn and gather.

Objective 1:	By November 2023, Library Staff will evaluate current collections
	and current space utilization for optimal use by patrons.

Objective 2: By March 2024, The Library will schedule a professional space utilization assessment of the current facility.

Goal 3: As the community continues to grow, residents of all ages and abilities will have access to library facilities.

- Objective 1: In 2025, the Library Staff will evaluate constraints of current Library hours, space, and programs, documenting needs and taking photos.
- Objective 2: In 2026, the Library will engage a professional building consultant to evaluate Library expansion needs and options.

Library Service Response 2: Know your Community/Be An Informed Citizen

Goal 1: Residents will have a central source of information about the wide variety of services provided by agencies and organizations.

- Objective 1: In January 2024, the Library will create a monthly schedule of health and wellness, social, and/or economic topics to promote local and national resources each year.
- Objective 2: In September 2025, the Library will create displays each month that will be implemented in relevant areas of the library and on the library website to increase awareness of available resources.

Goal 2: Residents will have a central source of information about the wide variety of programs and activities provided by local agencies and organizations.

- Objective 1: By May 2023, the Library will partner with the City Recreation Department to create an activity guide which promotes library summer programs and city parks and rec activities.
- Objective 2: In April 2024, the Library will create a timeline to add other local organizations to the community activity guide/newsletter.

Goal 3: Solon community members will have access to relevant, reliable information and physical resources in times of emergency.

- Objective 1: By April 2023, The Library will work with the City Safety Coordinator to finalize the Library Emergency Action Plan.
- Objective 2: By February 2024, The Library will create a disaster response plan/policy describing how the library will serve the community in the event of a disaster.

Goal 4: New Solon residents will feel connected to the community through specific library outreach and communication.

- Objective 1: In 2023, the Library will provide a Discover Solon Guide to all new residents who sign up for a library card, and work with the Solon Economist to become part of the distribution process of the guide.
- Objective 2: In 2023, the Library will provide library brochures around town at city hall, banks, community center, post office, pharmacy, etc. so more residents (new and old) are aware of library services.

Library Service Response 3: Celebrate Diversity

Goal 1: Solon residents of all ages will have opportunities to learn from and interact with each other through a variety of programs and services.

Objective 1: In 2023, the Library will incorporate six all-ages summer reading

programs, and update program description wording to include individuals without children.

Objective 2: In 2024, the Library will incorporate monthly programs and displays for each age group to celebrate diversity and uniqueness in all aspects of identity.

Goal 2: Senior adults in the Solon community will have access to programs and services that meet their specific needs.

- Objective 1: By August 2023, the Library will evaluate the timing of programs to provide opportunities for adults and seniors with a variety of schedules to participate in programming.
- Objective 2: In 2024, the Library will partner with Solon Senior Advocates, Solon Senior Support, and the Solon Retirement Village to identify the programming needs and wants of different senior groups within the community.

Goal 3: Teens in the Solon community will have access to programs and services that meet their specific needs.

- Objective 1: In 2023, the Library will evaluate current teen programming and consider implementing additional teen programs and/or shifting the days for current programming, including the potential for after hours programs.
- Objective 2: In 2023, the Library will incorporate more passive engagement activities in the teen/YA section of the library to encourage teens to visit the library and feel welcome in their area of the library.

Goal 4: Solon residents will have opportunities to explore and celebrate their personal heritage and the heritage of others in the community and the world.

- Objective 1: In 2023, the Library will organize Solon history materials in the basement to make them more accessible to patrons.
- Objective 2: In 2024, the Library will explore free online resources and evaluate genealogy databases to assist patrons with family history research.
- Objective 3: In 2024, the Library will develop partnerships with local museums, cultural centers, and history centers to provide passes and joint programming opportunities.

Timeline

2023 January Sole	Objective Solon History information organization project phase 1 completed			
5	R3, G4, O1)			
-	Library brochures made available at City Hall, Community Center, and local businesses (LSR2, G4, O2)			
	n programming evaluated with participant feedback on edule, frequency, and content (LSR3, G3, O1)			
-	ary Emergency Action Plan completed (LSR2, G3, O1)			
Six "fan (LS	nmunity Summer Activity Guide published (LSR2, G2, O1) all-ages summer reading programs promoted removing nily" from the program titles to encourage participation by all R3, G1, O1)			
	eting with Solon Senior Advocates to solicit needs for library ources and programs (LSR3, G2, O2)			
June 202	3 Discover Solon Guide copies acquired and made available ew community members (LSR2, G4, O1)			
-	sive programming implemented in Teen/YA area of Library R3, G3, O2)			
(LS	ary programing schedule and use of space evaluated R1, G1, O2)			
(LS	on History information organization project phase 2 completed R3, G4, O1)			
con	of community spaces available for programs and gatherings npiled with community partners. (LSR1, G1, O1)			
inco	ebrating diversity and uniqueness in all aspects of identity programs and displays (LSR3, G1, O2)			
November Libr December	ary collections and facility usage evaluated (LSR2, G2, O2)			
and	nthly schedule created to promote resources for health, social, /or economic topics. (LSR2, G1, O1) eting with Solon Retirement Village to solicit needs for library			
	ources and programs (LSR3, G2, O2)			
Sol	ary Disaster Response Plan/Policy approved (LSR2, G3, O2) on History information organization project phase 3 completed R3, G4, O1)			
March Pro (LS	fessional analysis of space utilization completed R1, G2, O2) eting with Solon Senior Support to solicit needs for library			
reso April Tim	eline created to add additional community organizations to nmunity Activity Guide (LSR2, G2, O2)			

	Мау	Online resources and genealogy databases evaluated (LSR3, G4, O2)		
	June July August			
	September	Monthly displays started to highlight available community resources on a variety of topics according to schedule set in January 2024 (LSR2, G1, O2) Community growth assessed and constraints of current Library hours, space, and programs evaluated (LSR1, G3, O1)		
	October November December			
2025	January February March April May June July August			
	September October November December	Community growth assessed and constraints of current Library hours, space, and programs evaluated (LSR1, G3, O1)		
2026	January February March April May June July August	Professional building consultant hired to evaluate library expansion needs (LSR1, G3, O2)		
	September October November December	Community growth assessed and constraints of current Library hours, space, and programs evaluated (LSR1, G3, O1)		

2027	January	
	February	
	March	
	April	
	May	
	June	
	July	
	August	
	September	Community growth assessed and constraints of current Library hours, space, and programs evaluated (LSR1, G3, O1)
	October	
	November	
	December	

Goals and Objectives

Library Service Response 1: Visit a Comfortable Space

Definition

Residents will have safe and welcoming physical spaces to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Goal 1: Community members of all ages will have spaces to pursue a variety of activities.

Objective 1: By September 2023, the Library will identify usable spaces and develop partnerships for potential spaces for programming and community gatherings.

The Library will work with local partners to identify spaces available for use in library programming and as community gathering spaces. A resource list of alternate meeting spaces will be created for use by community organizations and individuals.

Potential partners include Solon Community School District, City of Solon buildings, Solon Retirement Village, local churches and businesses.

Objective 2: In August 2023, the Library will evaluate current program timing schedules to maximize effective use of programming space and increase accessibility for patrons of all ages.

The Library will specifically look at storytimes, afterschool programs and adult programs to evaluate potential for reaching more community members by offering existing programs on multiple days/times.

Goal 2: The community will have a comfortable physical library space to work, learn and gather.

Objective 1: By November 2023, Library will evaluate current collections and current space utilization for optimal use by patrons.

This is an ongoing process completed by Library Staff on a regular basis to improve traffic flow, improve access to materials, and provide additional paces for patrons to gather and use the library resources.

Objective 2: By March 2024, The Library will schedule a professional space utilization assessment of the current facility.

The State LIbrary of Iowa provides a grant opportunity for public libraries to hire a space utilization specialist to make improvements within existing facilities.

https://www.statelibraryofiowa.gov/index.php/libraries/funding-grants/utiliz ation-grants

Goal 3: As the community continues to grow, residents of all ages and abilities will have access to library facilities.

Objective 1: In 2025, the Library Staff will evaluate constraints of current Library hours, space, and programs, documenting needs and taking photos.

The Library recognizes that the Solon community will continue to grow as new housing developments are completed. It will be important to assess current library practices, budget, and staffing each year to identify necessary changes. Completing these annual assessments in September will allow budget adjustments to be included in the next fiscal year budget process.

Objective 2: In 2026, the Library will engage a professional building consultant to evaluate Library expansion needs and options.

Based on projected community growth, a library building expansion will be necessary in the near future. The target date for starting and completing an expansion will be adjusted as community growth warrants.

Library Service Response 2: Know your Community/Be An Informed Citizen

Definitions

Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

Residents will have the information they need to support and promote democracy; fulfill their civic responsibilities at the local, state, and nationals levels; and fully participate in community decision-making.

Goal 1: Residents will have a central source of information about the wide variety of services provided by agencies and organizations.

Objective 1: In January 2024, the Library will create a monthly schedule of health and wellness, social, and/or economic topics to promote local and national resources each year.

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The community focus groups brought attention to the fact that many times people are not aware of resources available to support health, social, and economic needs. The Library can raise awareness of the issues by highlighting a new topic each month either in the library, on our website, or social media. Resources can be promoted in bulletin boards and with short, online videos. Can use <u>Johnson County Resource</u> <u>Directory</u>

Objective 2: In 2025, the Library will create displays each month that will be implemented in relevant areas of the library and on the library website to increase awareness of available resources.

Following the schedule created in Objective 1, the Library can promote reliable information resources available to improve the general well-being of our community.

Potential partners include the Johnson County Department of Health and Human Services

Goal 2: Residents will have a central source of information about the wide variety of programs and activities provided by local agencies and organizations.

Objective 1: By May 2023, the Library will partner with the City Recreation Department to create an activity guide which promotes library summer programs and city parks and rec activities.

The focus groups listed "things to do" for all ages as a need for our community. In many cases, the issue is lack of knowledge of the programs and events occurring in the community. The Library will partner with City Recreation to create an activity guide to increase awareness of the many options for activities in Solon. The activity guide will be available in paper and digital format.

Objective 2: In April 2024, the Library will create a timeline to add other local organizations to the community activity guide/newsletter.

The ultimate goal of this project is to have one central source of information about events and activities in the community hosted by the library, city recreation, churches, schools, and non-profit organizations. The magnitude of this endeavor will require phasing in new contributors to the activity guide/newsletter in a manageable timeline to ensure the process is sustainable and effective.

Potential partners: local businesses who could advertise goods/services and hours

Goal 3: Solon community members will have access to relevant, reliable information and physical resources in times of emergency.

Objective 1: By April 2023, The Library will work with the City Safety Coordinator to finalize the Library Emergency Action Plan.

The Library Emergency Action Plan was started in 2022 and is being facilitated by the City Safety Coordinator and the municipal safety organization employed by the city.

Objective 2: By February 2024, The Library will create a disaster response plan/policy describing how the library will serve the community in the event of a disaster.

The creation of a disaster policy and procedures will ensure the safety and well-being of Library Staff and establish what services and resources the Library can provide to the community in the case of an emergency or disaster.

Potential partners include the Solon Volunteer Fire Department and Johnson County Sheriff Department

Goal 4: New Solon residents will feel connected to the community through specific library outreach and communication.

Objective 1: In 2023, the Library will provide a Discover Solon Guide to all new residents who sign up for a library card, and work with the Solon Economist to become part of the distribution process of the guide.

Continuing our partnership with the local weekly paper, The Solon Economist to distribute the Discover Solon Guide will allow us to provide community information to all new residents who visit the Library.

Objective 2: In 2023, the Library will provide library brochures around town at town hall, banks, community center, post office, pharmacy, etc. so more residents (new and old) are aware of library services.

Providing library information at local businesses and city buildings will increase community awareness of the library resources and services.

Potential partners: City Hall, Community Center, Post Office, local banks, Solon Retirement Village, care providers, local businesses

Library Service Response 3: Celebrate Diversity

Definition

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

Goal 1: Solon residents of all ages will have opportunities to learn from and interact with each other through a variety of programs and services.

Objective 1: In 2023, the Library will incorporate six all-ages summer reading programs, and update program description wording to include adults without children.

In an ongoing effort to ensure library programming is accessible to all members of the community, we will remove the word "family" from our programs for all ages. We do not want to exclude individuals who may not identify with being a family from our programs. We have already modified our "Family Fun Night" to "Fun For All Night" in our partnership with city recreation.

Objective 2: In 2024, the Library will incorporate monthly programs and displays for each age group to celebrate diversity and uniqueness in all aspects of identity. Embracing our differences and ensuring everyone who enters the library feels welcome and a sense of belonging, the library will incorporate diversity in programming and displays for all age groups.

Goal 2: Senior adults in the Solon community will have access to programs and services that meet their specific needs.

Objective 1: By August 2023, the Library will evaluate the timing of programs to provide opportunities for adults and seniors with a variety of schedules to participate in programming.

The focus groups highlighted the need for programming for older adults. While these programs do exist at the library, the timing may not be optimal for older adults. We will explore providing programs at multiple times/days to meet the needs of a variety of schedules. This may also include providing outreach programming at alternate locations.

Objective 2: In 2024, the Library will partner with Solon Senior Advocates, Solon Senior Support, and the Solon Retirement Village to identify the programming needs and wants of different senior groups within the Community.

Our partnership with Solon Senior Support has yielded an incredibly popular weekly coffee & conversation program and twice weekly chair yoga program. The potential to create these types of partner programs with other senior adult groups will be explored.

Goal 3: Teens in the Solon community will have access to programs and services that meet their specific needs.

Objective 1: In 2023, the Library will evaluate current teen programming and consider implementing additional teen programs and/or shifting the days for current programming, including the potential for after hours programs.

Population data shows that our largest population is 10 -14 year olds and this is a group that we would like to involve in library programming to build relationships that will continue through high school and beyond.

Objective 2: In 2023, the Library will incorporate more passive engagement activities in the teen/YA section of the library to encourage teens to visit the library and feel welcome in their area of the library.

Passive programming is an effective way to prevent boredom and encourage time spent at the library while not requiring a dedicated staff member. The hidden pictures and community puzzle table are two examples and will be expanded to include activities specifically for the tweens and teens.

Goal 4: Solon residents will have opportunities to explore and celebrate their personal heritage and the heritage of others in the community and the world.

Objective 1: In 2023, the Library will organize Solon history materials in the basement to make them more accessible to patrons.

Due to lack of dedicated display space, the Solon History materials are stored in the Library Basement. While some materials are organized in binders in the library, the majority of the resources are located downstairs. To make these resources more readily available, the Library will partner with the Solon History Committee in a 3-Phase process as follows:

Phase 1: City public works assemble shelving in basement Phase 2: Move materials onto the shelves Phase 3: Organize and Label all materials

Objective 2: In 2024, the Library will explore free online resources and evaluate genealogy databases to assist patrons with family history research.

The Solon community is proud of its heritage and many times we have people looking for information about their family history. The Library would like to provide resources for patrons' research that fit within the budget.

Objective 3: In 2024, the Library will develop partnerships with local museums, cultural centers, and history centers to provide passes and joint programming opportunities.

Larger library systems are able to offer Adventure Passes to their patrons. While this may be cost-prohibitive for our Library, there is potential for partnering with local centers to provide all-age programing and borrowing display items.

Potential partners: Universities, museums, nature centers, history Centers.

Appendix A

SOLON PUBLIC LIBRARY STRATEGIC PLANNING Community Meeting #1 October 9, 2022

Becky started the meeting by asking participants to introduce themselves with a story about their connection with a library. She explained they were all chosen as a representative of a particular group and she asked them to keep those residents in mind as they worked. She talked about the process of The Public Library Association's Planning models and stated they would be using a combination of the 2008 version "Strategic Planning for Results" and the 2021 version "Strategic Planning for Public Libraries." She emphasized they would not be talking about the library at this first meeting, but would be envisioning a future for the City of Solon. The group started by listing their aspirations/visions for the city. Then participants considered the strengths and weaknesses of the City of Solon. This led to a list of "needs", which will form the basis for the next meeting, to determine the "library service responses" as outlined in the Strategic Planning for Results model.

OUTCOMES

ASPIRATIONS/VISIONS

Bike lanes Curb, gutter, sidewalks everywhere Things for teens to do Solon History Center Swimming Pool Good communication from city Things for middle schoolers to do Outstanding traffic control City events that bring people together Outside space for schools Consumer science classes for young adults College/university extension classes in town Better Infrastructure: water, sewer, Activities for everyone-ice skating, roller skating, community theatre, movies, Affordable, guality childcare Children's museum with hands on activities Dog parks Affordable housing Newspaper (or other form of community information) Community center Farmer's market Close knit community Welcoming to all (especially diverse newcomers)

Industry Great library Skate park Lots of green spaces that are accessible to all A wide variety of small, local businesses

STRENGTHS

Newspaper Growing tax base Growing population Good schools Good library Increasing diversity in local businesses Dog park Nature and recreation opportunities: walking and biking trails, tennis courts, ball diamonds, soccer fields, Lake McBride Quality childcare Active churches Restaurants Medical services: pharmacy, dentist, physical therapy, clinic, vet, First responders and fire department Care Center Stoplights Grocery store Safe community Senior support services Tourism Strong music and arts programs Strong athletics programs Walkable Downtown parking High School Fine Arts Center

NEEDS OR NEW CONDITIONS

Need more things to do in order to build community (that aren't food related): block parties, Christmas market, farmer's market, Not enough childcare Volunteer city council with not enough time or knowledge Need more paid city staff More affordable housing, especially rentals Too small of a tax base, need more industry to grow More diversity of small/local businesses Improve road safety and traffic flow Improved infrastructure: water, sewer, sidewalks, Better use of fine arts center

Need urgent care clinic

More parks and green space

Need to better understand (and be aware of) state priorities, in order to better the relationship between the city and the state

Sustainability

More law enforcement

Mental health facilities

Need improved communication city wide: school, city, organizations, services, churches,

businesses,

Need a way to welcome newcomers to the community

Find a way to keep our close-knit community

Transportation

Appendix B

SOLON PUBLIC LIBRARY STRATEGIC PLANNING Community Meeting #2 November 13, 2022

At the second stakeholder's meeting, we reviewed the vision, strengths and challenges identified for the community, ending with the list of needs or new conditions. Members then heard a little bit about the 18 library service responses. Becky encouraged discussion of the service responses, especially as they related to the list of needs. The committee voted for their top choices, merging a couple of their choices into three categories. The committee was encouraged to submit ideas which would become potential objectives for all of the selected Library Service Responses. What follows is the list of top vote getters with potential objectives.

VISIT A COMFORTABLE PLACE

*Visit a Comfortable Place: Physical and Virtual Spaces Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

Potential objectives: can the library be the senior center, things for teens to do, provide informal hangout space, consider if library hours are still working, use library to expose people to arts, make better use of the Fine Arts Center, partner with other organizations on space needs, make the library the community hub, pursue library expansion,

KNOW YOUR COMMUNITY/BE AN INFORMED CITIZEN

*Know Your Community: Community Resources and Services Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

*Be an Informed Citizen: Local, National, and World Affairs

Residents will have the information they need to support and promote democracy; fulfill their civic responsibilities at the local, state, and national levels; and fully participate in community decision-making.

Potential objectives: think about social worker, help citizens access services, partner with Johnson County Health Dept, think about population growth-good and bad, work with Board of Supervisors to help grow the library (remember usage stats), provide information about bike safety and trails, help connect people with mental health services,

CELEBRATE DIVERSITY

*Celebrate Diversity: Cultural Awareness

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

8 votes

14 votes

6 votes

Potential objectives: Find ways to celebrate diversity, provide intergenerational events, programs to expose people to different cultures,

Make Career Choices		3 votes
Build Successful Enterprises		2 votes
Satisfy Curiosity		0 votes
Discover Your Roots		0 votes
Create Young Readers	(keep up the good work)	0 votes

Other potential objectives: Work on rural history, library gathers all the histories of the community, connect with natural resources, need more staff to support senior programming, how can the library perform some of the chamber responsibilities, partner with the city to find industry and services to bring to town, hold a series of business programs, how to help bring in more industry?, bring local businesses to the library to talk about career choices, inspire kids (ages 10-14) to consider a variety of careers, career fair at the library, bring community college classes to town, Add objective about utilizing the Foundation