



Serving Howard, Carroll & Clinton Counties

# **Compilation of Area Assessments and Comprehensive, Strategic and Community Plans**

## **Carroll County**

**Prepared by: Project Matters, LLC - August 2019**

# COMMUNITY ASSESSMENT COMPILATION REPORT INTRODUCTION

## WELCOME!

This project, as commissioned by The Community Foundation of Howard County, had as its goal to compile the community assessments, and the strategic, comprehensive and community development plans from the Foundation's service area, which includes the counties of Carroll, Clinton, and Howard, Indiana. In cooperation with the Community Foundation staff, we searched out those plans that met the following criteria:

- 1) plans were completed by organizations whose goals are of major impact to our tri-county service area;
- 2) the plans would provide data relevant to the Harwood Community Conversation process; and
- 3) plans that were authored within the last 3 years.

## WHAT WILL THIS REPORT ALLOW US TO DO?

As the Community Foundation of Howard County gathers the community aspirations, primary concerns and suggested actions from all their Community Conversations throughout Carroll, Clinton and Howard County; we will be able to look at those top themes and see if anyone is already addressing that issue. If so, we can see what their goals are relevant to that concern or aspiration. We can then assess where the Foundation may plan to best invest its resources or work in a collaborative effort in achieving impactful community goals for the future success of our communities.



## METHODOLOGY:

It is important to understand that in compiling the data to be used in this report, we combed through over 40 plans. We sorted out 26 of those, from which we drew relevant data for this document. In some cases, the plans were so detailed and comprehensive, that we condensed action steps or goals, or edited for capturing the essence of those lengthier goals. Often, the organizations had different definitions for goals, objectives and strategic tasks. In this report, we placed the information where it most fit for the purpose of aligning with the Community Conversation process. It is also important to note, that not all entities had their information readily available in a format that fit a goals, objectives, and strategies model, or in some cases, it did not reach us in time for publication. We believe that the 26 reports contained here do provide a broad idea of what our communities and leading partners in healthcare and human services are either currently addressing, or planning to address, in the next few years.

## WHAT WE INCLUDED ON THE NEXT FEW PAGES:

You will find in chart form, each of the 10 plans that included Carroll County, and the condensed details we assembled to help you easily access the information about what our community partners are planning or have found in their assessments. We have included an index and note page for your convenience at the end of the data report. We trust this information will guide you in your collaborative efforts with your community stakeholders for your own intentional planning.

**2019 SUMMARY OF AREA STRATEGIC PLANS/ASSESSMENTS BY THE COMMUNITY FOUNDATION OF HOWARD COUNTY**

Name of Plan/Assessment/Survey	Relevant Counties Served	Purpose of the Plan/Assessment/Survey	Top Findings/CONCERNS	Goals Identified in the Report (MAIN ASPIRATIONS)	Identified ACTIONS/Objectives	Key Measures and Strategies to Track Progress
<b>Carroll County Community Foundation 2017 Strategic Planning Retreat Report</b>	Carroll	To answer the question: What will the community need the Community Foundation of Carroll County to be in 2025?	<ol style="list-style-type: none"> <li>1. CFCC will have transformational impact on the community; particularly in smaller communities and economic development.</li> <li>2. Preserve and build community quality of life throughout Carroll County.</li> <li>3. Work with donors to create more unrestricted funds.</li> <li>4. Leadership style - bring people together.</li> </ol>	<ol style="list-style-type: none"> <li>1. VISION: By 2025, the Community Foundation of Carroll County will have a transformational impact on the quality of life throughout the county.</li> <li>2. Build relationships with donors and those who can recommend them.</li> <li>3. Build assets</li> <li>4. Find a way to communicate with farmers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a board succession plan.</li> <li>2. Re-apply for the Promise Program in 2018.</li> <li>3. Involve donors in conversations about how to create measurable change/impact.</li> </ol>	<BLANK>
<b>Carroll County Event &amp; Education Center Strategic Plan 2015-2020</b>	Carroll	To ensure the mission of engaging in activities which encourage the growth and development of children and citizens; as well as foster community activities to educate, enrich, entertain, and enliven the Town of flora and its environs.	<BLANK>	<ol style="list-style-type: none"> <li>1. Ensure the event center remains the foremost community space in Flora and surrounding area.</li> <li>2. Improve the scope of amenities of the building so it may continue to be an engaging and attractive public space for events and education purposes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maximize usage of facility through a wide variety of public and private events;</li> <li>2. Repair and regularly maintain building, equipment, technology.</li> <li>3. Provide new facility functions and amenities to make CCEEC more attractive to potential community users.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revisit plan annually and make any adjustments deemed reasonable and necessary.</li> <li>2. The Board will prepare a progress report and circulate it to the membership.</li> </ol>

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<p><b>City of Delphi (Draft) 2019 Strategic Plan</b></p>	<p><b>Carroll</b></p>	<p>To convey the goals/objectives of the mayor</p>	<p>&lt;BLANK&gt;</p>	<ol style="list-style-type: none"> <li>1. Residential, Commercial, Industrial Recruitment, Development and/or Expansion/Improvement;</li> <li>2. Beautification and Community Pride;</li> <li>3. Recreation &amp; Tourism;</li> <li>4. Infrastructure Needs and Collaborative efforts;</li> <li>5. Mental and Physical Health with diverse options;</li> <li>6. Building educational relationships and resources;</li> <li>7. Ensure Land Use options are fiscally responsible, collaborative and correct zoning;</li> <li>8. Promote Arts &amp; Culture and local traditions;</li> <li>9. Work toward more collaborative intergovernmental planning and communication.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identifying and developing a plan for agricultural land, empty lots, and dilapidated structures which could provide for new residential construction;</li> <li>2. Identifying niche businesses and staple goods and a unified marketing strategy;</li> <li>3. Identify and collaborate with other agencies on ways to beautify the community and use social media strategies to get youth engaged in efforts;</li> <li>4. Facilitate historical tours and festivals; promote activities and develop /utilize our natural resources. Collaborate with other agencies;</li> <li>5. Update master utility plan and collaborate with other local entities;</li> <li>6. Foster diverse workout classes open to the public; work with children on importance of diet/exercise; develop strategies for prevention of drug use and identify recovery opportunities within the community.</li> <li>7. Provide cultural and educational opportunities and work with the schools and other local agencies to increase awareness/participation.</li> <li>8. Work with the City Council and Area Plan Commission to update zoning, subdivision, and thoroughfare ordinances to support and encourage desired development.</li> <li>9. Create opportunities for local artists, writers and other cultural assets to develop events and encourage local businesses to display works.</li> <li>10. Develop relationships with officials in surrounding counties to promote the Delphi Community and opportunities. Learn from other successful communities across the state.</li> </ol>	<p>By July 1 of each year, the committees shall meet publicly to analyze the successes and failures in meeting objectives. A report to the mayor will be provided showing what should be added or deleted from their objectives, based on results.</p>

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<p><b>2017 Coordinated Public Transit-Human Services Transportation Update - Region 5</b></p>	<p>Benton, <b>Carroll</b>, <b>Clinton</b>, Fountain, Montgomery, Warren &amp; White</p>	<p>To fulfill the planning requirements for the United We Ride initiative and the Federal Transit Administration's Safe, Accountable Flexible, and Efficient Transportation Equity Act.</p>	<p>Highest Priority Unmet Need: Sustainable funding for transportation to promote affordable service options for riders.</p>	<ol style="list-style-type: none"> <li>1. Increase the amount of funds available for coordinated general public transportation-human services transportation while also working cooperatively to control costs.</li> <li>2. Extend service areas and provide out-of-county/regional transportation service across all of Region 5.</li> <li>3. Extend service days/hours to enhance public transportation services in the most rural portions of the area; thereby increasing the availability of services for older adults, individuals with disabilities, people with low incomes and other transportation disadvantaged individuals.</li> <li>4. Create a transportation structure that promotes more efficient use of resources at the local and regional levels.</li> <li>5. Initiate general public transportation service in Benton, <b>Carroll</b>, Fountain, Montgomery and Warren Counties.</li> <li>6. Obtain the necessary capital assistance, including vehicles and related equipment and new technology; to improve existing mobility options and serve more people.</li> </ol>	<ol style="list-style-type: none"> <li>1. Document and inform legislators for funding advocacy;</li> <li>2. Identify joint funded vehicle purchase opportunities;</li> <li>3. Establish transfer points at county borders to access out-of-county destinations, maintain communication links between providers;</li> <li>4. Evaluate potential for expansion of service to weekends and 2nd/3rd shift worker needs; explore volunteer driver opportunities;</li> <li>5. Work to inform human service agencies that there are no restrictions on joint use of vehicles and expand marketing to increase public awareness of services;</li> <li>6. Explore potential to develop services in underserved areas and developing deviated fixed route services; and coordinate with hospitals/VA, volunteers for non-emergency transportation.</li> <li>7. Update vehicles and replacement plan with mix of appropriate-size vehicles and work cooperatively with INDOT in acquiring vehicles.</li> </ol>	<p>&lt;BLANK&gt;</p>
<p><b>Flora Community Club Strategic Plan 2015 – 2020</b></p>	<p>Carroll</p>	<p>To ensure the mission of engaging in activities which encourage the growth and development of children and citizens; as well as foster community activities to educate, enrich, entertain, and enliven the Town of Flora and its environs.</p>	<ol style="list-style-type: none"> <li>1. Activities are not seeing enough people involved; need more things to do;</li> <li>2. Need a central multiple-use space for a variety of outdoor event needs;</li> <li>3. Need more people involved.</li> </ol>	<ol style="list-style-type: none"> <li>1. Grow and improve sponsored activities;</li> <li>2. Construct a multi-purpose outdoor event arena;</li> <li>3. Improve member participation.</li> </ol> <p>FOSTER PROGRAMS: To continue to provide a safe environment for local non-profit organizations to grow and become self-sufficient.</p>	<ol style="list-style-type: none"> <li>1. Create a marketing plan and material for all sponsored activities and gather feedback about each event;</li> <li>2. Get an estimate for the cost of construction of arena and develop a strategy for, and implement, a capital campaign to provide needed funding; Develop and implement a phased construction plan to complete the project;</li> <li>3. Provide more opportunities for members to have a meaningful impact on Flora and develop a plan to provide small incentives for participation.</li> </ol> <p>FOSTER PROGRAMS:</p> <ol style="list-style-type: none"> <li>1. Provide Financial Oversight and training to board members and employees of foster organizations;</li> <li>2. Educate members of foster organizations about the "ins &amp; outs" of operating a NFP Organization;</li> <li>3. Help foster organizations transition to independent operations and obtain 501C3 status.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revisit plan annually and make any adjustments deemed reasonable and necessary.</li> <li>2. The Board will prepare a progress report and circulate it to the membership.</li> </ol>

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<p><b>Flora Main Street Strategic Plan 2015 - 2020</b></p>	<p>Carroll</p>	<p>To ensure the mission of engaging in activities which encourage the growth and development of children and citizens; as well as foster community activities to educate, enrich, entertain, and enliven the Town of flora and its environs.</p>	<p>&lt;BLANK&gt;</p>	<ol style="list-style-type: none"> <li>1. Upgrade and beautify the appearance of the downtown Flora business district.</li> <li>2. Develop a fundraising even plan for the Flora Main Street general fund.</li> <li>3. Investigate grants and other fundraising opportunities to supplement funds from the Town of Flora and other fundraising activities and sources.</li> <li>4. Develop and implement a fundraising plan for the reconstruction and restoration of the Flora Depot.</li> <li>5. Develop both short range and long-range plans for Goals 1 - 4, where appropriate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify buildings or areas needing improvement and prioritize needs; secure funding from town council to address.</li> <li>2. Identify Adopt-a-Spot Garden Spots for beautification by committee;</li> <li>3. Coordinate with town council on planting and maintenance of curbside and hanging flower pots.</li> <li>4. Form Fundraising Committee to consult with area non-profits and develop a concept for a fundraising activity that results in plan development and implementation.</li> <li>5. Research/apply for grants including matching grants; research and apply for a Downtown Enhancement Grant for 2nd phase of building facade improvements.</li> <li>6. Secure an estimate for the cost of moving, reassembling and refurbishing the Flora Depot. Research appropriate funding options for the project. Plan and implement a fundraising event to grow the Depot Fund and create a website for the Depot.</li> <li>7. Develop the short (less than 5 year) and Long-Range Plans (6 - 10 yrs.) for completing all projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revisit plan annually and make any adjustments deemed reasonable and necessary.</li> <li>2. The Board will prepare a progress report and circulate it to the membership.</li> </ol>

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IU Health Frankfort Hospital 2018 Community Health Needs Assessment (CHNA)	Benton, Carroll, Tippecanoe	To identify significant community health needs and to inform development of an Implementation Strategy that addresses them.	<ol style="list-style-type: none"> <li>1. <b>Access to Health Care Services:</b> Under-supply of primary care physicians, mental health professionals and dentists;</li> <li>2. <b>Drug and Substance Abuse (including Opioids):</b> The opioid crisis, and other forms of drug and substance abuse, were identified by community members as particularly significant.</li> <li>3. <b>Health Care and Social Services for Senior:</b> Demographic data indicate rapid growth in the population aged 65 years and older. Aging and older adult needs are significant issues.</li> <li>4. <b>Mental Health: Mental Health status was identified as a significant problem.</b> Data indicate that peer counties have many more mental health providers available on a per-capita basis.</li> <li>5. <b>Obesity and Diabetes:</b> Obesity and diabetes were top concerns. Physical inactivity, a lack of access to exercise opportunities and food insecurity are contributing factors.</li> <li>6. <b>Smoking:</b> Smoking rates are comparatively high, including among pregnant women and lower-income residents.</li> <li>7. <b>Social Determinants of Health:</b> Carroll Co.'s overall poverty rate has been below the Indiana average. Data indicate a higher than average prevalence of housing problems and homelessness.</li> </ol>	<BLANK>	<BLANK>	<BLANK>

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<p><b>Kankakee-Iroquois Regional Planning Commission Comprehensive Economic Development Strategy 2017 Annual Update</b></p>	<p>Benton, <b>Carroll</b>, Jasper, Newton, Pulaski, Starke, Warren, White</p>	<p>To look at where we are, where we want to be, how we get there and how we are doing,</p>	<ol style="list-style-type: none"> <li>1. Misperceptions regarding education and opportunity;</li> <li>2. Malaise regarding workforce;</li> <li>3. Not convinced of the value of regionalism;</li> <li>4. Lack of trust;</li> <li>5. Diverging aims from various state organizations;</li> <li>6. Lack of focus on quality of life by IEDC;</li> <li>7. Perception of tolerance and diversity;</li> <li>8. Citizen engagement and understanding;</li> <li>9. Wages vs. skills;</li> <li>10. Local government financing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Decrease the number of Brownfields in the region;</li> <li>2. Foster a regional approach to infrastructure development;</li> <li>3. Balance management of resources;</li> <li>4. Establish tourism as a viable economic development driver;</li> <li>5. Promote effective movement of goods and services within the region/multimodal systems;</li> <li>6. Help create a more dynamic and skilled workforce;</li> </ol>	<ol style="list-style-type: none"> <li>1. Prioritize brownfields in the region by county.</li> <li>2. Improve and expand affordable broadband access.</li> <li>3. Establish TIF districts to access funding options.</li> <li>4. Identify the opportunities available for natural resources available within the region and promote.</li> <li>5. Access existing and potential tourism amenities and promote from across the region.</li> <li>6. Address deteriorating roads, rail and connect with non-motorized transportation opportunities in the region.</li> <li>7. Integrate high school skills attainment and job readiness; launch student mentoring/internship programs, and promote available workforce training.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Brownfields:</b> Establish a committee to weigh factors and determine priorities; educate local elected officials;</li> <li>2. <b>Infrastructure:</b> Conduct outreach to the Lt. Gov. broadband working group; establish a local baseline of service; establish TIF districts to access funding;</li> <li>3. <b>Natural Resources:</b> identify opportunities for revenue and continue to build and promote existing natural resource programs; wind farms; educate on land-use policies;</li> <li>4. <b>Map existing tourism assets;</b> conduct research on ROI and county impact; catalogue resources and create a brochure highlighting tourism activities (hard/digital version) - link to community websites;</li> <li>5. <b>Transportation:</b> Focus on local roads prioritize level of repair and determine funding sources both state and federal; work with rail companies to make improvements and connections for companies; work with Inkdor and rail companies to create safe rail crossings; explore land opportunities to build and connect existing trail networks and promote.</li> <li>6. <b>Workforce Development:</b> ED officials, industry, superintendents hold quarterly meetings to address needs; pursue grants for training; conduct outreach to schools and work to place interns with local companies; promote manufacturing days in schools; work with industry to determine level of need for advanced skills and place skilled workers into employ.</li> </ol>



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2016 Strategic Plan for Area IV Agency	Clinton, Carroll, White	To determine the expanded needs and develop a plan to provide expanded services to the disadvantaged of all ages.	<ol style="list-style-type: none"> <li>1. Need more clients to justify providing enough staff for outlying counties;</li> <li>2. Lack of awareness of services available;</li> <li>3. People do not think they need or qualify for our services;</li> <li>4. Need to focus on partnerships;</li> <li>5. Increase unrestricted funds;</li> <li>6. Senior Games is an opportunity to create awareness, raise funds, increase volunteer involvement and increase delivery of services;</li> <li>7. The ability to deliver services is dependent on developing and retaining leaders in the organization;</li> <li>8. Cost savings through a paper/copy reduction policy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand services to outlying counties.</li> <li>2. Increase public awareness.</li> <li>3. Partner with care coordination organizations.</li> <li>4. Maintain financial sustainability.</li> <li>5. Maximize the potential of Senior Games.</li> <li>6. Increase employee retention.</li> <li>7. Go paperless whenever possible.</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus on energy assistance, Medicaid waiver, public transportation, I and R.</li> <li>2. Raise awareness through REMC meetings, local organizations, coffee shops, food pantries, share our success stories and educate on our services.</li> <li>3. Build relationships with insurance companies, present to providers, send info to potential partners.</li> <li>4. Increase unrestricted funds through fee for service, fundraisers, protecting current grants.</li> <li>5. At Senior games entry booth, identify services they may be interested in, capture contact info and wear "Ask Me about Area IV" shirts.</li> <li>6. Cross-training, wage comparison study, succession plans, provide COLA &amp; merit increases.</li> <li>7. Do study - financial cost/benefit analysis with savings and train employees on new reduced copy/paper policy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of people served in each county and number of public awareness events in each county.</li> <li>2. Use survey results.</li> <li>3. Number of referrals in outlying counties, Number of partnerships, referrals and shared benefits from current partners, and number of partners who we have trained.</li> <li>4. Retain an extra 98% or \$200,000+ in grant utilization and fundraise \$100,000.</li> <li>5. Track awareness by number of calls through I&amp;R, Services signed up for, donations, increase in sponsorship and volunteers and people attending as a result of senior game.</li> <li>6. Track turnover and % of participation in cross-training and completed succession plans.</li> <li>7. Cost savings from reduction in printing/copies.</li> </ol>
Wabash Heartland Innovation Network (WHIN) Placemaking Survey Carroll County Report 2018	Carroll	To provide WHIN a foundation to begin its work in convening and catalyzing the region through the Regional Cultivation Initiative	<ol style="list-style-type: none"> <li>1. 81% of the residents said they <b>have to "leave the community to take advantage of services, purchase products or patronize businesses they prefer."</b></li> <li>2. 54% of respondents chose <b>workforce and education alignment</b> as their number 1 priority under Clinton Co. education needs; 34% chose providing co-working space for entrepreneurs, and 32% chose work ethic certification.</li> <li>3. 60% of respondents picked <b>community-wide, high-speed Internet</b> as the number 1 way they would most like to see the county improve.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Community Vitality:</b> Access to Parks and Trails; Quality Affordable Healthcare, and shopping, dining as their most valuable community asset.</li> <li>2. <b>Community Education:</b> Align workforce/education, provide work ethic certification and youth workforce opportunities and entrepreneur co-working space.</li> <li>3. <b>Community Connectivity:</b> Community-wide, high speed Internet, creating a public transportation system and improving community interactions.</li> </ol>	<BLANK>	<BLANK>

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