



**FRANKFORT COMMUNITY
PUBLIC LIBRARY**

**CLINTON COUNTY
CONTRACTUAL PUBLIC
LIBRARY**

STRATEGIC PLAN

2011-2015

Frankfort Community Public Library Clinton County Contractual Library Strategic Plan 2011-2015

**Adopted by the
Frankfort Community Public Library
Clinton County Contractual Public Library
Board of Trustees
June 14, 2010**

Strategic Plan Prepared by:

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This document will be available online at the Library's website:

<http://fcpl.accs.net>

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Message from the Director

June 11, 2010

Dear Reader:

The Frankfort Community Public Library/Clinton County Contractual Library has a long-standing reputation for providing excellent library service and for meeting the needs of the community. As our community, and indeed society, continues to change at a rapid pace, we are committed to a vigilant awareness of the Library's services as a response to our community's current and future needs. Thus, the following document represents an exciting new plan for the Frankfort, Michigan Road, Mulberry, and Rossville Libraries. After many months of preparation, the Staff and Trustees are ready to embark on this new strategic plan for 2011 through 2015.

This document was prepared not only through the tremendous efforts of the Library staff, but through the support of the Trustees and Library Friends groups, as well as the Community Planning Committee. The interest and support shown by these individuals and groups is a testament to the value of our libraries in Clinton County.

I invite you to read this plan. In it, you will discover a place where children are ready to enter school as successful learners, where all residents will experience art that enriches their lives, where teens will find positive activities and quality materials, and where everyone will have current technology resources. This place is your library.

Sincerely,



Michelle Bradley
Director
Frankfort Community Public Library
Clinton County Contractual Public Library

Acknowledgements

The development of the strategic plan took many hours and the dedicated effort of many people. We'd like to extend our sincere thanks to all those who helped make this plan a reality.

- Staff for their helpful contributions and patience with the process and who will ultimately make this plan succeed.
- Regional Coordinator Jessica Barnes for her willingness to learn the *Strategic Planning for Results* model and her leadership in the Community Planning Meetings and Activities Brainstorming Sessions.
- The members of the 2009-2010 Board of Trustees for their continual support of the process.
- The 15 members of the Community Planning Committee for their time and expertise over the course of two time-consuming meetings.

Community Planning Committee Members

Ben Baugh
Frankfort High School

Rita Betts
Genda Funeral Home

Diane Bever
IU Kokomo Library

Cary Carter
Clinton County Contractual Board

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2010 Library Board of Trustees

Frankfort Library Board of Trustees

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Joseph Hilgenhold, Vice-President
Marc Hodges III, Secretary
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Stephen Rothenberger
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Clinton County Contractual Library Board of Trustees

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Carolyn Sharp, Treasurer
Margaret Sheets, Secretary

Executive Summary

The Board and Staff of the Frankfort Community and the Clinton County Contractual Public Library are dedicated to bringing to Clinton County a library that is directly responsive to the needs of the community. To guide this effort, the Board elected to pursue the Public Library Association's *Strategic Planning for Results* model. This model is recognized nationwide as a powerful and effective tool for aligning community needs with library service priorities.

Members of the Community Planning Committee sought to articulate an exciting and vibrant vision for Clinton County. They tried to answer the question: "If you could envision a perfect community 10 years from now, what would it look like?" After creating this dream for the future, they talked about what would need to occur to make that dream a reality and what the Library could do to assist community residents in their quest to achieve this vision.

The Community Planning Committee recommended that the Library Board adopt five service priorities for the period 2011-2015. These priorities are:

1 Create Young Readers: Early Literacy.

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

2 Satisfy Curiosity: Lifelong Learning.

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

3 Express Creativity and Appreciate the Arts: Create and Share Content.

Residents will have the services, support and exhibits they need to appreciate the arts and to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

4 Stimulate Imagination: Reading, Viewing, and Listening for Pleasure.

Residents who want materials to enhance their leisure time will find what they want, when and where they want them, and will have the help they need to make choices from among the options.

5 Connect to the Online World: Public Internet Access.

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

After thoughtful consideration and discussion by the Library staff and the Library Board, these service priorities recommended by the Community Planning Committee were adopted by the Library Board at their April 12, 2010 meeting.

Based on these five service priorities, 10 goals were developed that identified what benefits the community would receive. The Community Planning Committee focused on several target audiences and these groups were included in the goals.

1. Caregivers of children 0-5 years will have the training and materials they need to prepare children to be successful learners.
2. Children 0-5 years will be ready to enter school as successful learners.
3. Adults will have the resources they need to explore topics of personal, professional and vocational interest and to become passionate learners throughout their lives.
4. Adults age 60 and older will have the resources and services they need to explore areas of personal interest and share their talents with others.
5. Everyone will have the opportunity to express themselves by creating original works of art, print, video, audio or virtual content in a real world or online environment.
6. Everyone will experience art that enriches their lives and instills an appreciation of the arts.
7. Adults will enjoy a wide variety of new and popular materials available when and where they need them.
8. Children 6-12 years will have materials and programs that will stimulate their imaginations and engage them in the world of reading.
9. Teens will find quality books, music, movies and emerging formats and will find positive activities to enhance their leisure time.
10. Everyone will have current computer technology resources and high speed access to the Internet.

However, goals alone are not sufficient. In addition, the Library Board adopted a set of objectives that clearly indicate how we will measure our progress toward achieving these goals. Different types of measurement are used to assess and evaluate how we are doing.

- The number of users served.
- How well the service meets the needs of the people served (for example, surveys to collect opinions on how well the services meet their needs).
- The number of units of service provided by the library.

Progress on these objectives is reported to the Library Board on a regular basis.

Overview of the Planning Process

Planning to Plan

On November 9, 2009, the Library Board decided to initiate the Strategic Planning Process. Director Michelle Bradley and Assistant Director Tom Smith had attended the Public Library Association *Strategic Planning for Results* “Boot Camp” to learn about the process. After the Director’s report from PLA’s “Boot Camp,” the Board elected to use the *Strategic Planning for Results* method. During this time, the Indiana State Library was creating new standards that would require libraries to do strategic planning, so a strategic plan for the Frankfort and Clinton County Contractual Libraries could not have come at a better time. The Department Heads were oriented to the process at a planning retreat and the rest of the staff attended information sessions.

The *Strategic Planning for Results* process is based on three key assumptions:

- EXCELLENCE MUST BE DEFINED LOCALLY. It results when library services match community needs, interests, and priorities.
- EXCELLENCE IS POSSIBLE FOR BOTH SMALL AND LARGE LIBRARIES. It rests more on commitment than on unlimited resources.
- EXCELLENCE IS A MOVING TARGET. Even when achieved, excellence must be continually maintained.

Community Planning Committee

Director Michelle Bradley asked Jessica Barnes, Regional Coordinator at the Indiana State Library, to facilitate the two Community Planning Committee meetings. She was interested, and once she received permission from her supervisor to lead these sessions, we moved ahead. We met twice with Ms. Barnes to help her understand the *Strategic Planning for Results* model that we were utilizing.



Jessica Barnes leads the Community Planning process

The Board and the Staff suggested candidates for The Community Planning Committee. A Board subcommittee of Terry Butler and Devena Cook along with Director Michelle Bradley and Assistant Director Tom Smith went through the list of suggestions from Board and Staff to determine the best possible members. The committee needed to represent as many groups and stakeholders in Clinton County as possible and to be as diverse as practical with respect to age, gender, race, occupation and geographic location.

The Community Planning Committee serves in an advisory capacity to the Board of Trustees. During one five-hour and one three-hour meeting, the committee sought to create a vision for the future of Clinton County, describe the current conditions and define what would need to happen to move the Frankfort and Clinton County Libraries from where they are now to the future described in the vision. The vision can be found in Appendix A and their assessment of the current conditions can be found in Appendix B. Committee members considered all the types of services that the library could offer that would help move the community toward the vision.

After thoughtful discussion, they recommended that the Library Board adopt the following service priorities for the planning period 2011-2015:

1 Create Young Readers: Early Literacy.

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

2 Satisfy Curiosity: Lifelong Learning.

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

3 Express Creativity and Appreciate the Arts: Create and Share Content.

Residents will have the services, support and exhibits they need to appreciate the arts and to express themselves by creating original print, video, audio, or visual content in a real-world or online environment.

4 Stimulate Imagination: Reading, Viewing, and Listening for Pleasure.

Residents who want materials to enhance their leisure time will find what they want, when and where they want them and will have the help they need to make choices from among the options.

5 Connect to the Online World: Public Internet Access.

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

Goals and Objectives

Once the Service Priorities were approved by the Board, library staff developed goals and objectives. The administrative team drafted 10 goals. Department Heads with the administrative team created the objectives. Monitoring the Library's progress on the goals will be how we will determine success. Therefore, objectives were formulated using the following measures:

- The number of users who participate in or use various services.
- The percent of users who indicate on a survey the Library met their needs. This opinion could be about the quality of the service, the value of the service, the user's satisfaction with the service, or the impact of the service.
- The number of units of service (items circulated).

The proposed objectives were discussed with department heads, staff and with the Boards. They were revised to reflect their observations and concerns.

Organizational competencies

Once the goals and objectives were developed, the administrative team analyzed what would need to be done to support the staff's ability to provide the services outlined in the desired services. These institutional capacities or efficiencies, also called organizational competencies, are necessary to enable the Library to achieve the goals and objectives.

Organizational competencies were addressed in the following 11 areas:

- Collections
- External Partnerships
- Facilities
- Fundraising
- Governance
- Marketing and PR
- Measurement and Evaluation
- Operational Efficiencies
- Organizational Structure
- Policies
- Training and Staff Development

The organizational competencies and their associated initiatives were discussed with the staff and the Board and were revised to reflect their observations and concerns.

Activities

After the goals and objectives were developed, facilitator Jessica Barnes led the four Friends groups in brainstorming current and new or enhanced activities that support the goals in the strategic plan. She will lead the staff in a similar brainstorming session on Staff Day. All activities will be evaluated annually for effectiveness in reaching the target audiences identified in the goals. Activities will also be assessed for whether they would produce a result in one or more objectives.

Goals and Objectives

1. Caregivers of children 0-5 years will have the training and materials they need to prepare children to be successful learners.
 - ❖ Each year a minimum of 1,000 parents and caregivers will be trained in early childhood literacy.
 - ❖ Annually, a minimum of 90% of parents and caregivers of young children surveyed will indicate the library's services for young children are very good or excellent.
 - ❖ A minimum of 1000 caregiver resources will circulate each year.
2. Children 0-5 years will be ready to enter school as successful learners.
 - ❖ Each year at least 10,000 young children will participate in a library sponsored or co-sponsored program.
 - ❖ Each year, a minimum of 110 new cards will be issued to young children.
 - ❖ The circulation of picture books and board books will increase by 2% each year.
 - ❖ Each year, a minimum of 800 Spanish picture books and board books will circulate.
3. Adults will have the resources they need to explore topics of personal, professional and vocational interest and to become passionate learners throughout their lives.
 - ❖ Each year at least 2200 adults will participate in a library sponsored or co-sponsored life-long learning program.
 - ❖ The annual circulation of adult non-fiction materials will be at least 21,000.
 - ❖ Each year, a minimum of 90% of adults surveyed will indicate that staff was helpful in finding information or materials to explore a topic of personal interest.
 - ❖ Each year, a minimum of 90% of adults surveyed who attended a library sponsored or co-sponsored life-long learning program will evaluate the program as very good or excellent.
 - ❖ Each year, a minimum of 80% of adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent.
 - ❖ The annual circulation of adult periodicals will be at least 8000.
4. Adults age 60 and older will have the resources and services they need to explore areas of personal interest and share their talents with others.
 - ❖ Each year at least 850 adults 60 and over will share their talents and time at the Library.

- ❖ Each year, at least 900 adults 60 and over will participate in a library sponsored or cosponsored event to explore an area of personal interest.
- ❖ Each year, a minimum of 9,000 large print books will circulate.
- ❖ Each year, Van Outreach circulation will increase by 2%.
- ❖ Each year, a minimum of 70% of adults over 60 surveyed will say they learned about a topic of personal interest at the library.

5. Everyone will have the opportunity to express themselves by creating original works of art, print, video, audio or virtual content in a real world or online environment.

- ❖ Each year, at least 250 people will use technology that can be used to create and share content.
- ❖ Each year at least 8000 people will attend a hands-on art class.
- ❖ A minimum of 90% of arts class attendees surveyed will say they learned new skills.

6. Everyone will experience art that enriches their lives and instills an appreciation of the arts.

- ❖ Each year at least 5,000 people will attend performances, exhibits and art programs.
- ❖ Each year, a minimum of 50 pieces of art from the circulating art collection will be checked out.
- ❖ Each year, a minimum of 90% of people surveyed who attended performances, exhibits and art programs will say it has enriched their lives.

7. Adults will enjoy a wide variety of new and popular materials available when and where they need them.

- ❖ Annually, circulation of fiction will increase by 2%.
- ❖ Each year, a minimum of 80% surveyed will say the library's collection of materials to read, view, or listen to for pleasure is very good or excellent.
- ❖ Annually, circulation of adult AV materials will increase by 2%. Annually, circulation of Spanish materials will increase by 2%.

8. Children 6-12 years will have materials and programs that stimulate their imaginations and engage them in the world of reading.

- ❖ Each year a minimum of 7,000 children will attend a library sponsored or co-sponsored program.
- ❖ Each year a minimum of 500 children will participate in summer reading.
- ❖ Each year a minimum of 250 children age 6-12 will register for a library card.
- ❖ Annually, circulation of juvenile fiction will increase 2%.
- ❖ Annually, circulation of juvenile AV materials will increase 2%.

9. Teens will find quality books, music, movies and emerging formats and will find positive activities to enhance their leisure time.

- ❖ Each year a minimum of 3000 teens will participate in a library sponsored or co-sponsored program.
- ❖ Each year a minimum of 160 teens will register for a library card.
- ❖ Annually, circulation of teen fiction will increase 2%.
- ❖ Each year, a minimum of 90% of teens surveyed who attended a library sponsored or co-sponsored program will say the program was good or excellent.
- ❖ Each year, a minimum of 80% of teens surveyed will indicate that the library's collection was very good or excellent.

10. Everyone will have current computer technology resources and high speed access to the Internet.

- ❖ The average waiting list wait will not exceed 12 minutes.
- ❖ Each year, a minimum of 80% of patrons who use technology resources at the library will indicate that the technology resources are good or excellent.

Organizational Competencies

Collections

The Frankfort Community Public Library/Clinton County Contractual Public Library will provide print, audio-visual and electronic resources that support the library's goals.

Initiative 1.1: By January 1, 2011, review and realign allocations in the print and non-print materials budget to ensure it supports the library's strategic plan.

Initiative 1.2: By May 1, 2011, review selection and acquisitions procedures and practices in each branch and system-wide.

Initiative 1.3: By July 1, 2011, review materials processing procedures and practices in each branch and system-wide.

Initiative 1.4: By July 1, 2012, complete collection development plan that addresses criteria for selection and de-selection of material in all collections.

External Partnerships

The Frankfort Community Public Library/Clinton County Contractual Public Library will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.

Initiative 2.1: Annually identify current partnerships and the obligations that the library has as part of those partnerships.

Initiative 2.2: By March 1, 2011, develop criteria to be used to assess partnership opportunities.

Initiative 2.3: By April 1, 2011, initiate a review and approval process for the establishment of new partnerships.

Facilities

The Frankfort Community Public Library/Clinton County Contractual Public Library will operate facilities that are attractive, welcoming, and meet the needs of the community.

Initiative 3.1: By October 1, 2011, review space allocations and identify the modifications that will need to be made to each library to create child friendly spaces for children under the age of 5.

Initiative 3.2: By September 1, 2012, review supplemental spaces, such as the annex and Michigan Road barn for potential uses to meet the library's service goals.

Initiative 3.3: By October 1, 2010, review space allocations and identify the modifications that will need to be made to create teen space.

Initiative 3.4: By December 1, 2010, review space allocations and identify modifications that will need to be made to provide readers advisory services.

Initiative 3.5: Annually review and update the Library's capital replacement plan.

Fundraising

The Frankfort Community Public Library/Clinton County Contractual Public Library will actively seek alternative funding sources to supplement the tax-supported budgets, in order to enhance library services.

Initiative 4.1: By September 1, 2011, develop a fundraising plan that is aligned with the goals that support the strategic plan and that clearly defines the fundraising responsibilities of the Friends, management and staff.

Initiative 4.2: By December 1, 2011 create updated and attractive fundraising materials that reflect the priorities of the new fundraising plan.

Initiative 4.3: By May 1, 2011, investigate the feasibility of establishing a Library Foundation.

Governance

The Frankfort Community Public Library/Clinton County Contractual Public Library will be governed in an effective and transparent manner.

Initiative 5.1: By February 1, 2011, post board meeting notices and agendas on the library's website.

Initiative 5.2: By December 1, 2012 investigate the feasibility of a merger of the Frankfort Community Public Library and the Clinton County Contractual Public Library.

Marketing and PR

The Frankfort Community Public Library/Clinton County Contractual Public Library will promote the use of library services and programs in all media.

Initiative 6.1: By April 1, 2012, develop a marketing plan that includes methods for evaluating the effectiveness of marketing and public relations activities.

Initiative 6.2: By August 1, 2011, develop values, a new mission statement, a tagline, and an updated logo to be used consistently in promotional materials.

Initiative 6.3: By November 1, 2011, design new library cards, letterhead and business cards that reflect the goals of the library.

Initiative 6.4: By November 1, 2011, create and distribute materials about library services in English and Spanish.

Measurement and Evaluation

The Frankfort Community Public Library/Clinton County Contractual Public Library will incorporate measurement and evaluation into its operational practices.

Initiative 7.1: By September 1, 2010, review process by which library use data is collected, compiled and distributed, and revise process as necessary to provide relevant management data to monitor progress on the objectives in the strategic plan.

Initiative 7.2: By December 1, 2010, provide training for designated staff to ensure library use data is collected in a consistent manner in all library units.

Initiative 7.3: By September 1, 2010, review process by which survey data is collected, compiled and distributed, and revise process as necessary to provide relevant management data to monitor progress on the objectives in the strategic plan.

Initiative 7.4: By December 1, 2010, provide training for designated staff to ensure survey data is collected in a consistent manner in all library units.

Operational Efficiencies

The Frankfort Community Public Library/Clinton County Contractual Public Library will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

Initiative 8.1: By January 1, 2012, identify processes that have the potential for being accomplished in a more efficient manner and appoint task forces to study those which have the greatest potential for improved service or reducing the amount of staff time required to complete the task.

Initiative 8.2: Annually evaluate the effectiveness of activities.

Initiative 8.3: By August 1, 2012, investigate the security of music, gaming and DVDs.

Initiative 8.4: By September 1, 2010, update and align the Library's Technology Plan with the library's service goals.

Initiative 8.5: By April 1, 2012, develop disaster preparedness manuals for each of the branch libraries, and annually update all disaster manuals.

Organizational Structure

The Frankfort Community Public Library/Clinton County Contractual Public Library will establish and maintain an organizational structure which supports its service priorities.

Initiative 9.1: Annually review organizational structure and identify modifications that would improve the delivery of service, enhance internal communication, and foster teamwork within and between various units.

Policies

The Frankfort Community Public Library/Clinton County Contractual Public Library will operate within a policy framework that reflects the organization's values and promotes effective and efficient service delivery.

Initiative 10.1: By January 1, 2011, complete a policy audit and evaluation of the Library's public service policies and procedures.

Initiative 10.2: By February 1, 2011, complete the revision or development of the library's public service policies that support the library's values and goals.

Training and Staff Development

The Frankfort Community Public Library/Clinton County Contractual Public Library will recruit, train, and deploy staff that provide and support quality customer service for all library users.

Initiative 11.1: By November 1, 2010, produce a Staff Development Plan that identifies the training that will be needed by staff to implement the approved service goals and effective activities. Review and update quarterly through December 2012 to ensure accuracy and alignment with ever-changing needs.

Appendix A Community Vision

Children	<p>Will graduate from High School.</p> <p>Will have the services, benefits and skills to not “fall through the cracks.”</p> <p>Learn and model moral, ethical and character traits that will make them good citizens.</p> <p>Will have a safe environment and access to health care.</p>
Farmers	<p>Will be able to maintain quality ground to farm and will continue to be profitable.</p> <p>Will benefit from wind power opportunities.</p> <p>Will reap benefits from proximity to Purdue University.</p>
Senior Citizens	<p>Will have comfortable housing, retirement activities, social networks and transportation.</p> <p>Will have the education to keep up with technology and computer skills.</p>
Hispanics	<p>Will live in a community where all ethnic groups understand each other and can work together.</p> <p>Will be fully integrated into the community and will have excellent English language skills.</p>
Recent Immigrants	<p>Will have sustainable housing, support systems, education, financial stability, employment and citizenship.</p>
Illegal immigrants	<p>Will become legal.</p>
Immigrant families	<p>Will be able to establish credibility, support other immigrants, have their health needs met.</p>
Single Parents	<p>Will have the education, personal growth and self-improvement they need.</p> <p>Will receive the parenting skills necessary to retain custody and be an asset to the community.</p>
High School Students	<p>Will attend schools that have 21st century infrastructure.</p> <p>Will have quality activities in town that have a positive influence.</p> <p>Will have a high-tech community center that provides education and entertainment.</p> <p>Will have many entertainment options in the community.</p>
Adults	<p>Will have good, engaging jobs in Clinton County with no need to commute and educated professionals will have the kind of community amenities that will make them want to stay.</p> <p>Will live in a community that has good streets and drainage.</p> <p>Will live in a community that has good entertainment options and cultural opportunities.</p> <p>Will have respect and pride about where they live which will result in increased property values.</p> <p>Will have a global vision.</p>
Unemployed	<p>Will be able to obtain the kind of job skills that will enable them to compete in the job market.</p>
Manufacturing Workers	<p>Will have engaging employment and opportunities for advancement.</p> <p>Will have continuous training, a sustaining wage and will develop soft skills like excellent attendance, willingness to help, and a strong work ethic.</p>
Baby Boomers (Sandwich Generation)	<p>Will have the support and resources for their varying needs like raising grandkids and helping aging parents as well as social time with peers.</p>
Rural Residents	<p>Will have technology opportunities and infrastructure like high speed internet and cell phone service.</p>
Preschool Children	<p>Will have enrichment programs and more opportunities. They will be ready for school.</p>

Appendix B Assessment of Current Conditions

A. Support Achieving the Vision	B. Obstruct Achieving the Vision	A. Support Achieving the Vision	B. Obstruct Achieving the Vision
<p>A1. Community Strengths</p> <ol style="list-style-type: none"> 1. Physical Location—proximity to Indianapolis, Kokomo, Lafayette 2. The Library 3. Variety of manufacturing companies 4. Parks 5. No major traffic issues 6. Education 7. YMCA 8. Community Pride 9. Hospital 10. Diversity 11. Newspaper and Radio Station 12. Churches 13. Active Community Groups 14. Hot Dog Festival 15. Theater Groups 16. Skating Rink 17. Close-knit feeling 18. New School Superintendent 19. Railroad 	<p>B1. Community Weaknesses</p> <ol style="list-style-type: none"> 1. Location—too easy to go other places 2. Lack of pride 3. Poverty level/low income 4. Poor community self-image (“We ain’t no Carmel”) 5. Healthcare for the uninsured/poor 6. Lack of trust in local government 7. Lack of white collar jobs and amenities to draw these people 8. Outdated infrastructure and technology 9. Community schools in Frankfort 10. Lack of education 11. Slow to accept change 12. Lack of retail 13. Don’t value youth and their opinions 	<p>A2. External Opportunities</p> <ol style="list-style-type: none"> 1. Purdue, IUK, Ivy Tech 2. Attracting higher paying jobs 3. Change the local footprint—Downtown 4. Develop community pride 5. Interstate availability 6. Wind energy 7. Technology/Communication 	<p>B2. External Threats</p> <ol style="list-style-type: none"> 1. State funding 2. The economy 3. Local leaders 4. Federal Government 5. Losing Community Connection 6. Private Schools 7. Shift from “we” to “me” in culture along generational lines 8. Drugs 9. Gang activities 10. Higher educated brain drain 11. Global competition 12. Higher wages found in larger communities

Appendix C

Community Needs

Suggested by the Library Community Planning Committee

C=Collaborate with other organizations

P=Priority for the Library

1. Support local businesses—C
2. Strong family structure—C
3. Cultural awareness and education with Hispanics and Whites—C
4. Government leadership—C
5. Beautification of community—C
6. Work and execute plans for city and county government—C
7. More entertainment options for teens—P
8. Teen community center—C
9. More exploration of grant opportunities—C
10. More school readiness programs—C, P
11. More recreation—movies in auditorium—C
12. Enrichment activities for preschool—P
13. Training for caregivers to preschool children—C
14. Developing soft skills/character education—C
15. Support groups for baby boomer caregivers—C
16. Tutoring programs for students—C, P
17. To accept that Clinton County will not be the way it was and that it can be improved—C
18. Support for single parent and nontraditional families—C
19. Help and skills improvement for job seekers—C