

2014-2016 Goals
Economic Development Committee

Council Goal	Department Strategy	Responsibility	
1	Implement the Carlisle Urban Redevelopment Plan	Select Absolute CURP projects for Council consideration.	Matt Candland/Debra Figueroa
	Measure: TIF analysis completed.	Complete TIF analysis and zoning update.	Debra Figueroa/Matt Candland
	Measure: % of Absolute CURP projects designed.	Obtain funding for design and engineering of Absolute CURP Projects.	Matt Candland/Debra Figueroa
2	Continue to Strengthen Downtown Carlisle in Partnership with the DCA	Continue to implement Gibbs Study.	Debra Figueroa/Mike Keiser/Owen Snyder
	Measure: % of Gibbs Study recommendations implemented and or considered by Council	Continue to implement the 2008 Downtown Improvement Plan.	Glenn White/Debra Figueroa
	Measure: % of Downtown Improvement Plan recommendations implemented or considered by Council.	Evaluate necessity of additional parking needs, including a structured parking garage.	Debra Figueroa/Owen Snyder
		Implement Springbook parking upgrades/Pay by Phone.	Debra Figueroa/Owen Snyder

**2014-2016 Goals
ERCP**

	Council Goal	Department Strategy	Responsibility
1	Ensure Clear Employee Policies and Timely Evaluations.	Evaluate comparable municipalities	Tom Hamilton
	Measure: Number of policies reviewed, updated, and approved.	Review the following policies: sick leave, short-term disability, bereavement leave, comp time, ed. reimbursement, leaves of absence, smoke free workplace, non alcoholic beer policy, political activity.	Matt Candland/Tom Hamilton
	Measure: Evaluations completed.	Legal review of manual by Labor Counsel.	Tom Hamilton
		Approval by Council by December 31, 2014.	Matt Candland/Tom Hamilton
		Ensure update is clearly communicated to employees.	Tom Hamilton
		Council to complete annual performance evaluation of Borough Manager.	Council
Mayor and Council to complete annual performance evaluation of Police Chief.	Mayor and Council		
2	Review Pension and or Retirement Fund Options.	Pension & benefit comparison of uniform and non-uniform employees. Begin review in September of 2014 and finish in 2015.	Tom Hamilton/Matt Candland
		Determine options including actuarial costs for ERCP consideration.	Tom Hamilton/Matt Candland
3	Improve Board and Commission Process and Relationship.	Advertise vacancies using the press, website, email listserv, Facebook, Twitter, staff suggestions, neighborhood groups, and local churches/ministerium.	Debra Figueroa/Joyce Stone
	2013 Base Measure: Number of applications.	Reduce the number and length of vacancies on Committees and Board positions.	Debra Figueroa/Matt Candland
	2013 Base Measure: Number of board positions empty in December of 2013.	Create a plan to recognize the work of volunteers who serve on the Boards and Commissions.	Department Head/Matt Candland

**2014-2016 Goals
ERCPC**

	Council Goal	Department Strategy	Responsibility
4	Increase Council Communication with Neighborhood Groups, Community Organizations, and Educational Institutions.	Create a Council liaison relationship with each of the neighborhood groups/major community groups by September of 2014.	Council
	Measure: Liaison program created.	Hire an Elm Street Manager.	Debra Figueroa
	Measure: Feedback from Intern.	Create a meaningful internship program with Dickinson College and Dickinson School of Law for Student Ambassadors by October 2014.	Debra Figueroa/Matt Candland
5	Ensure Timely and Accurate Communication.	Clearly define an internal communication structure (Council to Staff, Staff to Council, Committee level and overview of internal staff communications).	Matt Candland/Debra Figueroa
	Measure: Internal Council poll on communication improvements.	Ensure that Intermunicipal meetings are scheduled regularly.	Matt Candland/Debra Figueroa
	2013 Measure: 55.5 % of residents feels that Borough Government listens to citizens.	Explore public relations enhancements.	Debra Figueroa

2014-2016 Goals
Public Works and Finance Committee

Council Goal	Department Strategy	Responsibility	
1	Maintain or Improve Fiscal Stability and Best Practices.	Achieve cash reserves equal to at least: 25% of annual operating expenditures (AOE) in the General Fund, 50% of AOE in the Sewer Fund, 25% of AOE in the Water Fund, 50% of AOE in the Parking Fund and 25% of AOE in the Solid Waste Fund.	Owen Snyder
	Measure: Fully funded CIP approved in budget.	Complete facilities and paving sections of CIP and update vehicles and equipment sections.	Owen Snyder/Matt Candland
	Measure: Balance of cash reserves in 2015 budget.	Apply for GFOA CAFR Award.	Owen Snyder
	Measure: Number of awards received.	Apply for GFOA Budget Award.	Owen Snyder
2	Determine Strategies to Fund the CURP.	Complete TIF Analysis.	Matt Candland
	Measure: Amount of Plan funded by end of 2015	Work with Funding Strategies Workgroup to determine best grant funding opportunities.	Debra Figueroa
		Create overall funding strategy.	Matt Candland/Owen Snyder
3	Increase Staff Efficiency through Technology	Implement an automated purchasing process.	Owen Snyder
	Measure: Number of staff hours required for an automated purchasing process.	Implement the parking platform of Springbook along with handheld parking tablets.	Owen Snyder
	Measure: Number of staff hours required to process parking tickets.	Implement pay by phone service integrated with Springbook.	Debra Figueroa
4	Reduce I&I in the Wastewater Collection System	Complete I&I study.	Mike Keiser
	Measure: Creation of a CIP plan to update sewer system.	Create CIP plan.	Mike Keiser/Matt Candland
		Fund CIP plan.	Matt Candland

2014-2016 Goals
Public Works and Finance Committee

Council Goal	Department Strategy	Responsibility
5	Improve Water Distribution System	Hire a consultant to develop an RFP to analyze the water system.
	Measure: Creation of a CIP plan to update water system.	Create CIP Plan
		Fund CIP Plan
		Mike Keiser
		Mike Keiser/Matt Candland
		Mike Keiser/Matt Candland
6	Maintain and Improve Stormwater Management.	Work with Skelly and Loy to create stormwater management best practices.
	Measure: Creation of a CIP plan to update stormwater system.	Resolve MS4 Permit.
	2013 Measure: 52% of residents satisfied with storm drainage.	Evaluate funding sources for stormwater improvements.
		Mike Keiser/Pete Selan
		Mike Keiser/Matt Candland/Pete Selan
		Mike Keiser/Matt Candland/Pete Selan
7	Reevaluate and make improvements to the Road Diet.	Hire an engineer to analyze methods to improve circulation.
	Measurement: Evaluation completed.	
	2013 Measurement: 18% of all road related complaints in citizen survey were related to the Road Diet.	Evaluate midblock crosswalks.
		Mike Keiser
		Mike Keiser

**2014-2016 Goals
Parks and Recreation Committee**

	Council Goal	Department Strategy	Responsibility
1	Maintain or Increase Satisfaction/Beauty of Borough Parks.	Reinvigorate Adopt a Park Program.	Andrea Crouse
	2013 Base Measure: 77% of residents satisfied or very satisfied with Borough Parks.	Promote educational campaign for community gardens.	Andrea Crouse/Matt Candland
	Measure: % of parks cleaned by citizens in 2014.	Increase use of park products that increase staff efficiency.	Andrea Crouse/Matt Candland
2	Increase Awareness of and Satisfaction with Bike and Pedestrian Trail.	Include bike and pedestrian map in Spring Gazette.	Andrea Crouse/Debra Figueroa
	Measure: 2014 On-Line Survey.	Inventory storm sewer grates.	Andrea Crouse
		Create a CIP item to replace storm sewer grates to increase cycling safety.	Mike Keiser/Matt Candland
Measure: 2014 On-Line Survey.	Apply to become a Bike Friendly Community.	Andrea Crouse	
3	Maintain or Increase Satisfaction with Recreational Programs and Park Facilities.	Create a sponsorship program for the pool.	Andrea Crouse
	2013 Base Measure Overall Park Revenue: \$263,511.51.	Renovate existing facilities to increase usage.	Andrea Crouse/Mike Keiser
	Measure: % of programs aimed at youths 12-15.	Increase on-line outreach for programs.	Andrea Crouse
	2013 Base Measure: 59% of residents satisfied or very satisfied with recreation programs/classes.	Research programs for middle aged school children.	Andrea Crouse
4	Review and Update as Necessary Leases in Borough Parks with Private Groups.	Determine all leases within Borough Parks.	Andrea Crouse
	Measure: % of leases reviewed.	Review all leases to determine if appropriate.	Andrea Crouse/Debra Figueroa

**2014-2016 Goals
Public Safety Committee**

	Council Goal	Department Strategy	Responsibility
1	Achieve a High Level of Citizen Satisfaction Regarding Police Services.	Increase business and resident awareness of foot patrols through increased communication and citizen encounters while on foot patrol. Officers to interact with at least three citizens on each shift.	Chief Margeson
	2013 Measure: 78% of residents satisfied or very satisfied with police services.	Identify and implement new methods to engage the community. Hold at least two (2) crime prevention meetings per year.	Mayor Scott/Chief Margeson
		Insure that an officer attends at least 75% of all neighborhood associations meetings.	Chief Margeson
2	Increase Efficiency and Effectiveness in the Delivery of Police Services	Transfer dispatch services to the Cumberland 911 Center.	Chief Margeson/Manager's Office
	Measure: Transfer to Cumberland County 911 Center.	Restructure organization, Chain of Command and areas of responsibility to reflect changes in personnel and staffing.	Chief Margeson
	Measure: Accreditation received.	Seek Re-Accreditation from PLEAC.	Chief Margeson
	Measure: Insure all OIC, Cpls, and Sgts. attend supervisory and/or leadership training programs.	Establish a staff development and training plan for supervisory-command staff to better prepare these officers to assume increasing levels of responsibility and leadership and progress up the ranks as the need arises.	Chief Margeson
		Distribute to Council a detailed spreadsheet of all training provided to each officer annually.	Tom Hamilton/Chief Margeson
3	Review and Update as Necessary Department Policies Pertaining to Professional Standards.	Establish standards to determine when external investigations should occur.	Chief Margeson
		Track 100% of citizen complaints and resolutions.	Chief Margeson
	Measure: Completion of standards updating.	Update standards to determine when internal affairs investigations are warranted and establish protocols for Council notification.	Chief Margeson

**2014-2016 Goals
Public Safety Committee**

Council Goal	Department Strategy	Responsibility	
4	Decrease Part I Crimes by 5% Per Year for 2014 and 2015.	Establish standards to determine when external investigations should occur.	Chief Margeson
	Measure: % reduction of Part I offenses per year.	Track 100% of citizen complaints and resolutions.	Chief Margeson
	Measure: Meet or exceed the Cumberland County average of 33% Part I crime clearance rate.	Update standards to determine when internal affairs investigations are warranted and establish protocols for Council notification.	Chief Margeson
5	Increase Community Awareness of Fire Safety Measures.		
	Measure: Number of events held.	Promote fire safety at one community meeting each month.	Chief Snyder
6	Implement Emergency Operations Plan.	Ensure training opportunities for senior staff.	Chief Snyder/Debra Figueroa
	Measure: % of employees trained.	Equip Police Station to function as an EOC.	Chief Snyder/Debra Figueroa/Chief Margeson
	Measure: # of table top exercises performed.	Participate in training exercises.	Chief Snyder/Debra Figueroa
7	Streamline Access to Multi-Family Structures.	Implement an ordinance mandating knox boxes at multi-family units.	Chief Snyder
	Measure: Number of forced/broken doors.		
8	Increase Regional Training to Improve Operating Procedures.	Schedule quarterly training exercises with Mt. Holly Fire Departments and Carlisle Barracks.	Chief Snyder
	Measure: Number of training exercises held.		
9	Maintain Citizen and Volunteer Satisfaction with Fire Department	Research methods to provide consistent funding to the volunteer fire departments.	Chief Snyder/Matt Candland
	2013 Measure: 84% of residents satisfied or very satisfied with fire services.	Research additional grant opportunities to support fire services.	Chief Snyder
		Continue efforts with recruitment and retention.	Chief Snyder
	Measure: Amount of grant funding received.	Recognize and participate in special events for fireman.	Chief Snyder

2014-2016 Goals
Sustainability and Community Planning Committee

Council Goal		Department Strategy	Responsibility
1	Increase Intermunicipal Cooperation on Zoning and Planning Decisions.	Identify potential zoning issues with surrounding municipalities.	Mike Keiser/Bruce Koziar
		Hold joint municipal meetings on upcoming projects that have regional impacts.	Matt Candland/Debra Figueroa
	Measure: Number of solutions derived from Intermunicipal cooperation.	Increase the use of overlay districts to create matching zoning with surrounding municipalities.	Matt Candland/Debra Figueroa
2	Support Regional Sustainability Efforts	Partner with Dickinson College to determine the governing body of the Greater Carlisle Project.	Matt Candland/Debra Figueroa
	Measure: Number of projects completed.	When feasible, increase the use of energy efficient/sustainable products in CDBG funded home repair/home purchase projects.	Debra Figueroa
3	Remain Compliant with Federal CDBG Requirements	Complete 2014-2019 Consolidated Plan	Debra Figueroa
		Complete Analysis of Impediments to Fair Housing	Debra Figueroa
	Measure: CDBG funds awarded in 2014 and 2015.	Implement Section 3 Plan to increase local hiring when using CDBG funds.	Debra Figueroa
4	Establish Cleaner Fuel Infrastructure Options	Partner with regional municipalities to build a natural gas fueling station.	Debra Figueroa
	Measure: Number of cleaner fuel initiatives accomplished.	Apply for grants to purchase natural gas /electric vehicles.	Debra Figueroa/Elm Street Manager
5	Update Borough Comprehensive Plan	Consult with Planning Commission for potential updates	Bruce Koziar/Mike Keiser
		Submit revisions to Cumberland County's Planning Commission	Bruce Koziar/Mike Keiser
	Measure: Plan updated.	Bring to Borough Council for approval	Bruce Koziar/Mike Keiser